




The **PLYMOUTH**
CORDAGE COMPANY

PROCEEDINGS AT ITS 
Seventy-fifth Anniversary
1824  **1899**

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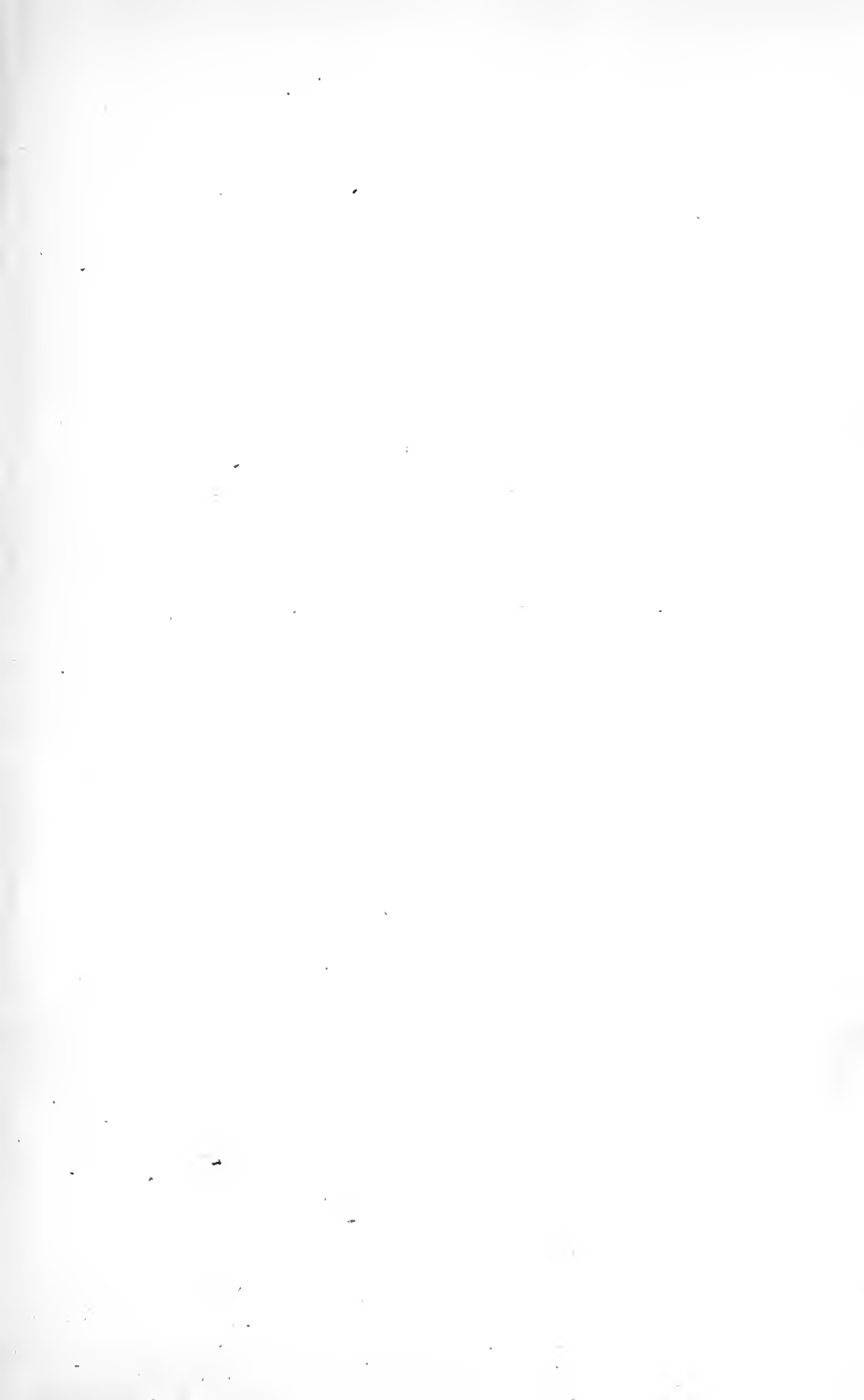
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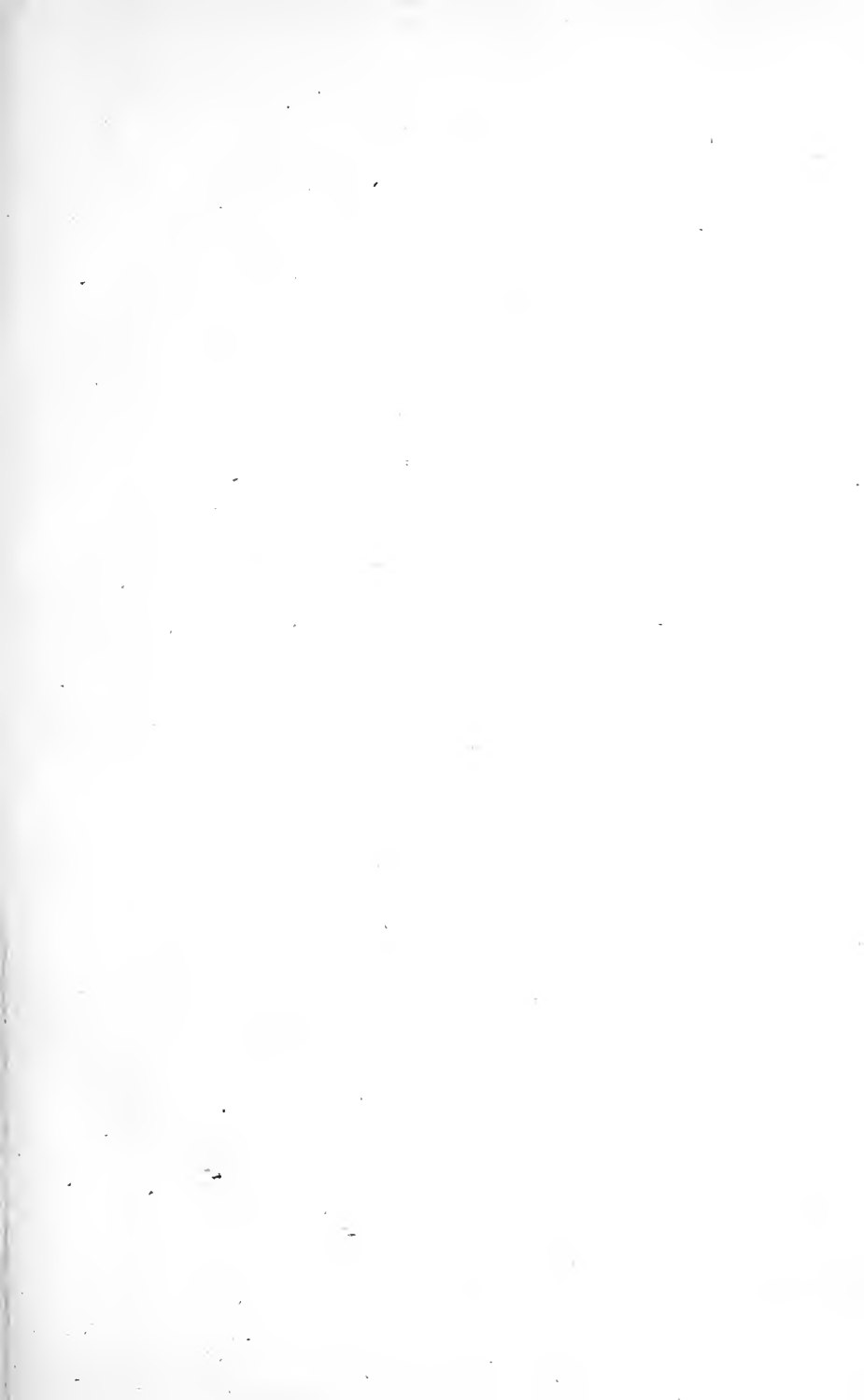
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UNITED STATES OF AMERICA.









The Helios Printing Co., Boston

Main Mill — View from top of "Crowe House" looking East

Old Bartlett House

Old Spooner House

Office

Ball-field

Reading-room

The **PLYMOUTH**
CORDAGE COMPANY

PROCEEDINGS AT ITS
Seventy-fifth Anniversary
OCTOBER SEVENTH, MDCCCXCIX

1824 - 1899



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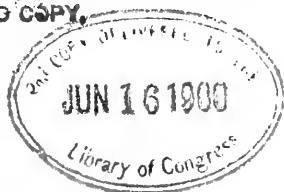
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The **PLYMOUTH** **CORDAGE COMPANY**

PROCEEDINGS AT ITS *Seventy-fifth Anniversary*



THE PLYMOUTH CORDAGE COMPANY celebrated the seventy-fifth year of its corporate existence on Oct. 7, 1899, by shutting down its mills for the day, and entertaining its stockholders and operatives at dinner in the smaller room of its new mill, which at that time was nearing completion. About nine hundred and fifty operatives and two hundred stockholders were present.

The employees took part in various sports, a programme of which will be found in the appendix.

This year was notable in the history of the company not only as its seventy-fifth, but for several other reasons worthy of mention. It marked the fortieth anniversary of Mr. Gideon F. Holmes's service to the company, and in this year the company made the largest profit and the largest additions to its works it ever made in one year, and the reading-room for the employees was built and presented to the company.

The additions to the plant consisted of forty-one tenements, and of a two-story mill five hundred and fifty-eight feet long, with complete and separate power

plant directly on the seashore, and separated from the other works by the railroad. When completed, this mill will contain fifty per cent of the company's preparation and spinning machinery.

At the time of the celebration the chimney, two hundred and twenty-one feet high, was built and the mill partly roofed over. About half of the tenements were raised and roofed.

The weather was propitious, and the programme was carried out successfully and enjoyably in every particular.

PRESENTATION OF READING-ROOM

Though still unfinished, the reading-room was formally presented to the company as a memorial to Caleb William Loring, the late president of the company, by his son Augustus Peabody Loring, who spoke as follows : —

Presentation
by
A. P. Loring

“ In making a formal presentation of this building to the company it seems appropriate to make a few remarks about its purpose and the man whose memory it is meant to commemorate. Caleb William Loring was born in Boston July 31, 1819. He was educated in the Boston Latin School and Harvard College, graduating from the latter in 1839. Three years later he was graduated from the Law School, and almost immediately was admitted to practise law at the Suffolk bar, in the exercise of which profession he remained until his death, Jan. 29, 1897. During the latter half of his career, however, his chief interest was in the management of property, and especially in the active promotion and management of the manufacturing industries of New England.



Works of the Plymouth Cordage Company

Main Mill
Office

Old Chimney

Old Office

New Chimney

End of New Mill

Head of Rope-walk



“Of all the many companies in which he was interested, the Plymouth Cordage Company was always nearest his heart, and when, some years before he died, he resigned from the management of nearly all others, he retained his office in your company to the end. This interest in the affairs of the company did not come to him as an alien, since he inherited it from his father and grandfather, who had both served the company as clerk and director. His grandfather, Caleb Loring, was one of the originators of the company and its first treasurer. With such inherited traditions, Mr. Loring became clerk of the company, which office he retained until 1884; in 1871 he was chosen a director, which office, and that of president, he retained until his decease. Mr. Loring served the company not only with zeal, but also with success. The course he advised in the many questions of general policy, and especially in the difficult ones arising from combinations and pools in which the company sometimes participated, but quite as often shunned, was in each case justified by subsequent events. His courage and tenacity in the great financial troubles of 1893, materially aided in making the company what it is to-day. At all times his one aim was the good of the company. Of his private character, of his amiability and the courtesy that made him dear to those nearest him, I have but one instance to cite here. Standing on this spot on the last visit he made to Plymouth, he said he wished to do something for the operatives, something to make them happier because he had been a president of the company. Death cut the thread of his plans, but it has been the privilege of his children to carry out his wishes. I have had the

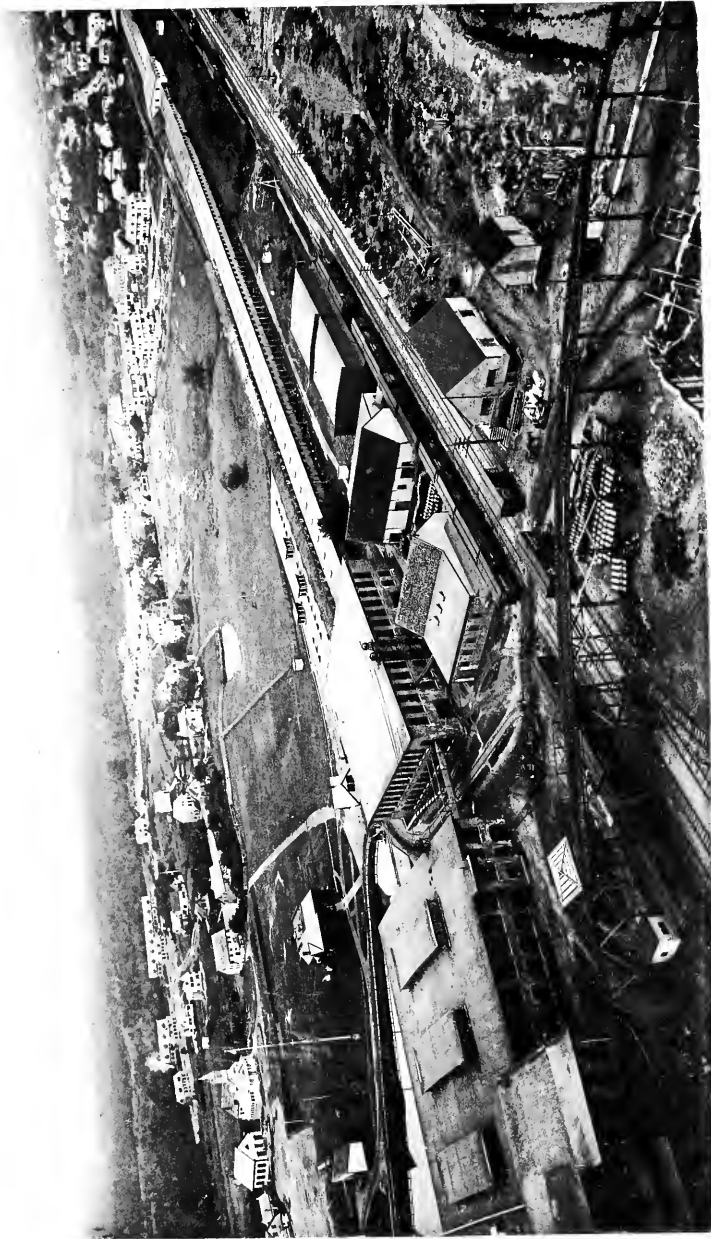
pleasure of erecting this building, and his other children will have the pleasure of furnishing it with books. It seemed to us that in no other way could we do so much for the employees of the company as in supplying them with a reading-room and good reading. In other words, in supplying them with the best company and the best friends the world affords. Here you can converse with the choicest spirits of all times. Here you can get relaxation and the inspiration or instruction in worldly affairs or in the infinite concerns of the soul. It is with this memory in our minds, and with this hope in our hearts, that we deliver this building into the care of the company."

Acceptance
by
Mr. Holmes The treasurer, Mr. G. F. Holmes, accepted the gift on behalf of the company in the following words: —

"There are certain events in the history of every person's life which fill him with pride and pleasure, and I count the present as one of these in my life, as I now, in the name of the Plymouth Cordage Company and its operatives, accept this beautiful building and contents which you have so generously donated as a memorial of your father.

"Well do I remember the day he expressed the hope that the time was not far distant when something could be done in the way of furnishing a reading-room for the use of our people. Through your thoughtful kindness we are about to realize the fulfilment of that wish; and it seems to me the location decided upon for this building is particularly appropriate, for it was on this very spot your father stood when expressing that hope.

"There can be no more fitting memorial for any man than a library. Here all of us may receive the bene-



Bird's eye view from top of New Chimney looking West
In the background are the Company's Tenements

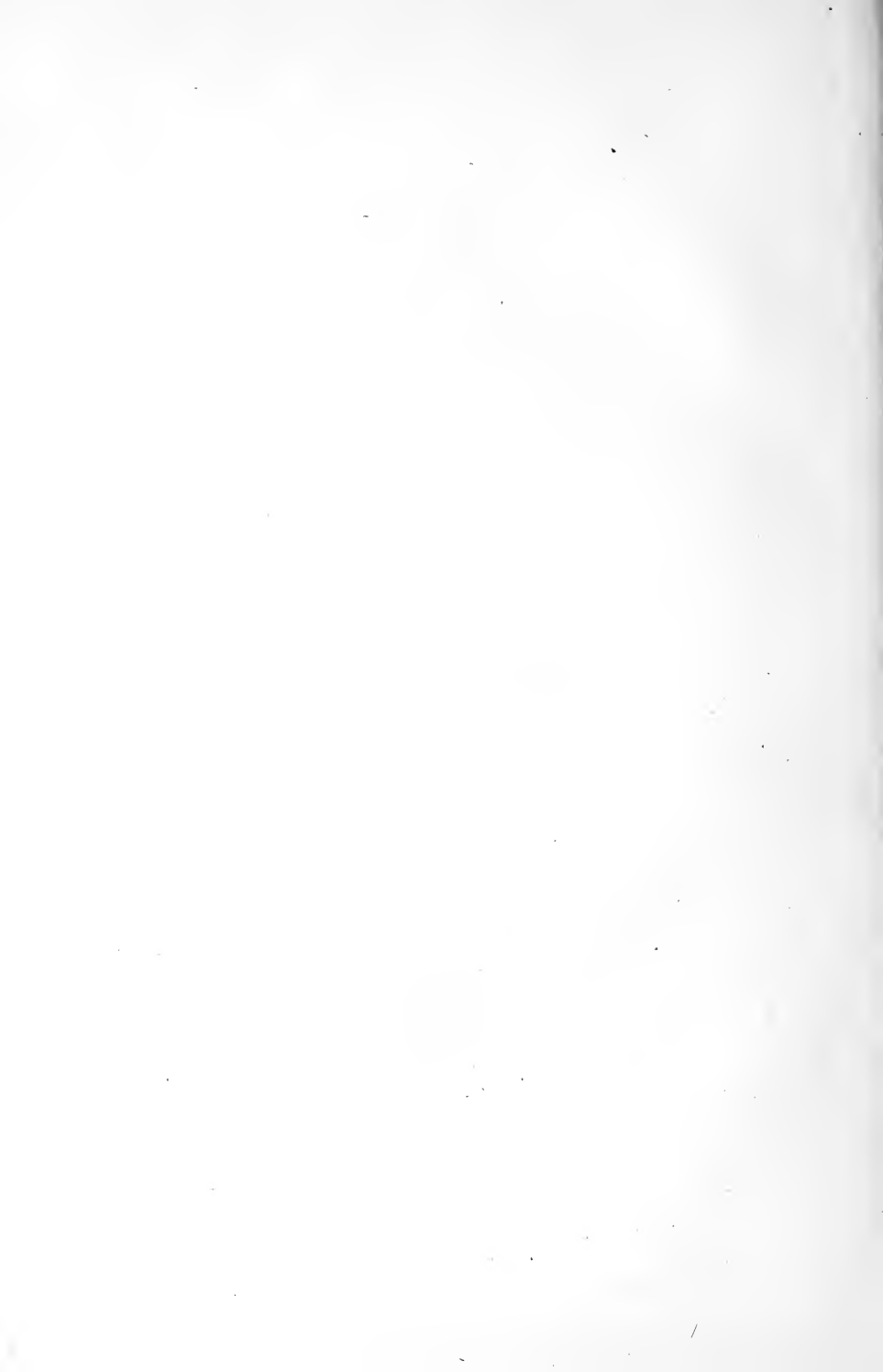
Schoolhouse
Lutheran Church
Reading-room
Engine house

Office
Main Mill

Head house

Store houses

Rope-walk
Old Colony Railroad
Coal Carrier to Wharf



fits of our president's generosity ; and, as the years go by, its value will be still more appreciated. Who can foretell the extent of the good influence this may exert upon us all ? Knowing these people as well as I do, I feel justified in saying it will be freely used, and be a source of great pleasure to them, and help them to more fully acquaint themselves with many people and lands."

PROCEEDINGS AFTER THE DINNER.

After dinner, the President called the assembly to order, and in his remarks emphasized the fact that the company had always stood for something besides and something better than mere gain, namely, honesty, honest rope, honest labor, and honest management. That its trademark on a coil of rope or a bale of twine was an absolute warranty never doubted, and that this quality of honesty, extending from the faithful day's work of the operative to the selling of the finished product, was one of the greatest factors in the company's great commercial success.

PRESENTATION TO THE TREASURER.

He then called on Mr. Lauchlin D. McLean, who, on behalf of himself and his fellow employees, presented Mr. Holmes, the treasurer, with a beautiful gilt and crystal clock. Mr. McLean spoke as follows :

Mr. President, Stockholders and Employees of the Plymouth Cordage Company : —

Presentation
by
Mr. McLean

When notice was given that the seventy-fifth anniversary of the company was to be celebrated,

the employees thought it would be a fitting occasion to take some action that would show their appreciation of the kindness and interest in their welfare always shown them by one who has ever proved himself their friend, not alone in time of trouble, but continually.

On two occasions in recent years has his thoughtfulness been markedly shown. First, when the hours of labor were reduced, by legislative act, the pay per week was not reduced as was the case with other corporations. Second, when business depression fell upon the industries of the country, and company after company shut their doors or went on short time, by his superlative business ability he kept the wheels of this company whirling, not alone for the benefit of the stockholders, but also for the employees, that their homes might not feel the misery and want so many felt.

Mr. President, we thought this time best fitted the purpose we had in view, practically the fortieth anniversary of his connection with the company, as well as its seventy-fifth.

Mr. Holmes, in behalf of all the employees of the Plymouth Cordage Company, I have the pleasure of presenting you this clock towards which all have contributed, as a token of the honor and respect in which we hold you.

Three rousing cheers were then given for "our best friend, Mr. Holmes."

Remarks
by
Mr. Holmes

As soon as the cheering subsided, Mr. Holmes expressed, in a few heartfelt words, his thanks for the beautiful gift and his appreciation of the feeling that



View from top of New Chimney looking inland S. W.

The buildings in the background are the Company's Tenements.

Boiler house

Engine house

Main Mill

Head house of
Rope-walk

prompted it. The presentation was a complete surprise to him, and he feared that he could not adequately express his feelings. He then read some notes on the early years of the company.

ADDRESS OF MR. GIDEON F. HOLMES.

In looking over our old documents in the office to get from them data relating to the history of the company, and some statistics which will be given you by my friend, Mr. Crocker, I came across some very interesting items, a few of which I would like to give out for your entertainment.

Mr. Bourne Spooner, before establishing this company, went to New Orleans to engage in the manufacture of cordage, employing negro help. He became tired of slave labor, and thought free labor could be employed, and that he could make a success of the cordage business in his own town. He then came back and started these works. It was considered a wild scheme to start this plant on such a small stream of water; but Mr. Spooner was confident that he could use it to good advantage. Water was, therefore, used entirely until 1837, when they put in their first steam plant of very small horse power. The date is not known exactly, but in a letter Mr. Spooner wrote on Dec. 4, 1838, he says: "This is our second day of steam spinning."

In June, 1824, two shovels were bought, also a horse and cart and wagon, also the land and water privilege for the rope-walk, and a lot for a house and store. The house was what is known now as the Spooner House, and the store, which stood by the brook leading from one pond to the other, was many

Plymouth Cordage Company

years afterwards moved away and made into a dwelling house.

In the month of June, same year, we find Mr. Spooner's account of expenses to and from Portland, Brunswick, and Bath, Maine, for the purpose of purchasing lumber for the rope-walk and houses. We also find the amount paid for Act of Incorporation.

Messrs. James and Thomas Bradford were the fortunate contractors who built the rope-walk, and Mr. F. C. Angell built the raceway and wall in the brook.

In November the first insurance was placed on the buildings, to the amount of \$8,400; and the first purchase of hemp to be manufactured into rope was fifty tons of Russia, bought from Robert Roberts.

First
Certificate
of Stock On Feb. 28, 1825, the first certificate of stock issued was for thirty-eight shares to Mr. Caleb Loring, great-grandfather of our president, and among the first stockholders was Mr. John Dodd, father of Mr. John A. Dodd, who, for a number of years, was our president.

In some private letters it has been my privilege to read, I found that Mr. Spooner, while in New Orleans, was in the way of making consignments of tobacco to Mr. Dodd, in Boston; I fancy that through these business transactions he became specially interested in Mr. Spooner, and through his influence became one of our stockholders, and the name is still on our list.

First
Rope made In the spring of 1825, the first rope was manufactured. There was some delay in starting to manufacture, as will be seen by the following letter from Mr. Spooner to Mr. Loring: —



Bird's eye view from top of New Chimney looking South

Monument on Burial Hill, Plymouth
Store houses

Old Colony Railroad

Plymouth Harbor
Hedge's Brickyard



“PLYMOUTH, March 8, 1825.

“CALEB LORING, Esq.,

“SIR, — Yours of the fifth inst. is received, and in reply would observe that I am not conscious of any delay in the Ropewalk concern. It is true that I thought to make cordage in the month of December; and I afterward was well satisfied with the further time as stated by the visiting committee, believing it sufficiently ample; the work of preparing the Ropewalk seem'd a small thing, but, besides materials, I have found it necessary to employ sometimes twelve mechanics.

“And this part of the work has no more than kept pace with the machines, which are now nearly completed. I am willing to believe that such a man as I could name, would have made cordage in this Ropewalk two months ago, and I as much believe that the extra expense would have far exceeded its advantages; our expense will be more than I could wish and shall state the result as soon as practicable. Respecting the Hemp on hand to which you have alluded, my impression was that the probability of its rise in value, rather than the immediate requirement of the Factory, was the cause of that fortunate purchase. In what I have done or left undone, I can offer no other apology than that my best ability has been and is, zealously employed in the company's service, without being unmindful of the capital engaged. We are now nearly ready for a beginning. I shall advertise cordage in next 'Memorial' (Plymouth paper) and make some within a fortnight — probably twenty tons or more next month if ordered. As many bills are due, your

Plymouth Cordage Company

compliance with the annexed receipt by a check as heretofore will much oblige,

“Yours Respectfully,

“BOURNE SPOONER.”

Store
Bills

In building the store previously mentioned, it was intended the employees should purchase their supplies there for the most part, and the amount purchased taken out of their pay, thus receiving part groceries and part money. Rum and other liquors seem to be conspicuous among the items; for instance, one man's account runs something like this:—

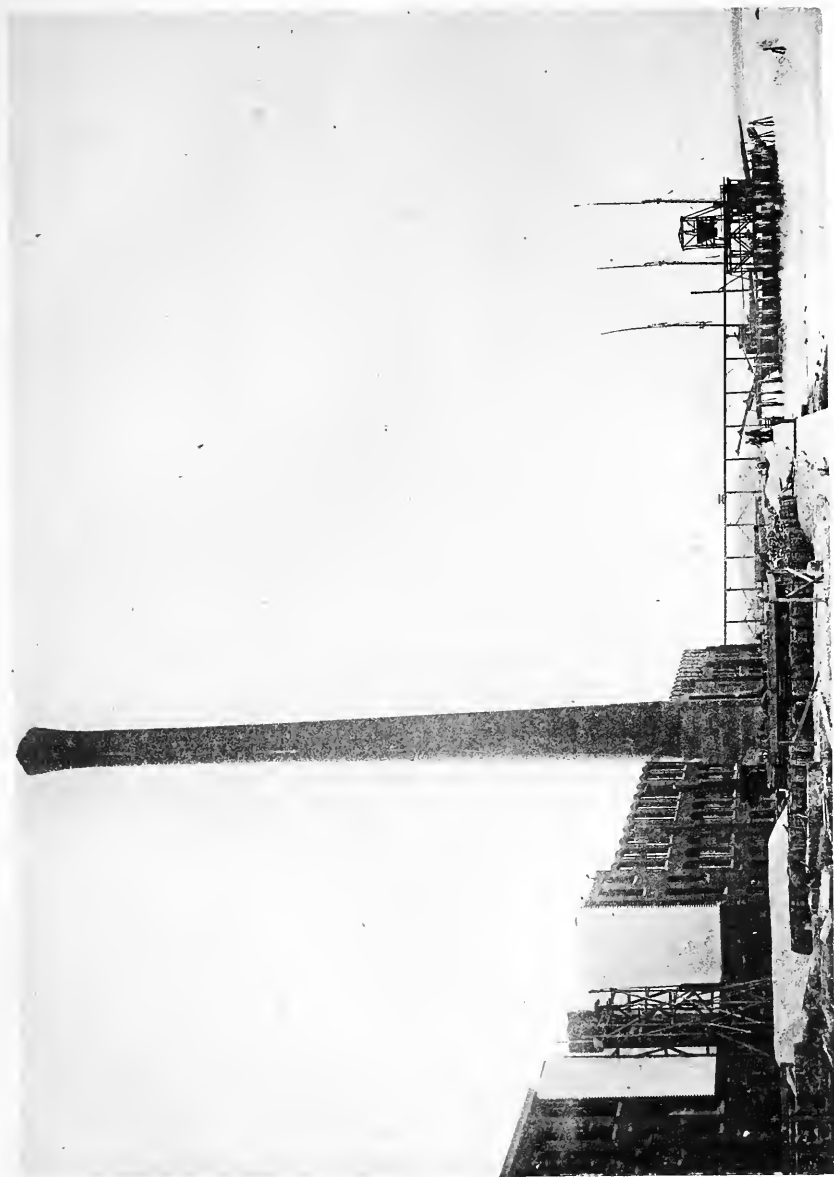
1826

Aug. 1st, to 1/2 gal. rum24
“ 2nd, “ 1 “ “48
“ 4th, “ 1 “ molasses40
“ 5th, “ 1 “ rum48
“ 10th, “ 1 “ “48
“ 21st, “ 1 “ “48

and another like this:—

1825

Aug. 1st, 1/2 gal. N. E. Rum25
4 lbs. Coffee at 2288
“ 10th, 1 bbl. cider	1.33
“ 16th, 2 lbs. raisins25
“ 17th, 1 gal. molasses45
2 oz. nutmegs28
“ 18th, 3/4 bu. salt75
“ 19th, 1/2 lb. tea33
1/4 gal. brandy75
1 “ molasses45
“ 23rd, 1/2 doz. plates38



New Mill and Chimney as they appeared Oct. 1, 1899

It is interesting to note the price of some of the other goods at this time : —

Flour, six dollars and twenty-five cents per barrel. Price
of
Food

Corn, one dollar per bushel.

White sugar, eighteen cents per pound.

Common sugar, ten and eleven cents per pound.

Butter, nineteen cents per pound.

Wages of hand spinners during this period were one dollar sixteen and two-thirds cents, and common laborers, eighty-three and one-third cents.

Among the first purchases was sloop "Hector," by Transportation which the rope used to be sent to Boston. Delivery to towns as far away as New Bedford was made by ox team. I have here an itemized account of the receipts and expenditures from Nov. 12, 1824, to August, 1825, in Mr. Spooner's handwriting, which, to the management of the present day, is very interesting, and shows an inventory of stock on hand, of \$12,707.20.

On Sept. 9, 1824, Mr. Amasa Bartlett came here as bookkeeper and time-keeper, and continued in the employ of this company until his death Feb. 25, 1867. He lived in the house near the bridge.

The first pay roll we have in the office is dated First
Pay roll October, 1825, in which we find some names still familiar to many of us: Charles Goodwin, Charles Cobb, Jr., Winsor Savery, James Kennedy, John Osgood.

We are fortunate to have with us to-day Mr. John Smith, who is well known to the most of us, and whose name appears among our employees, in 1829. On Dec. 1, 1830, under the head of "Sunday School Premiums, paid to the good boys," among others we

find the name of John Smith as receiving seventy-five cents. In a letter written by Mr. Spooner in February, 1839, we find Mr. Smith's name mentioned as having served his time. Mr. John Donley entered our employ in 1830. He, too, was one of the good Sunday-school boys who received fifty-cent premiums. He was continually with us up to within three years, having been in the employ of the company sixty-six years, when he felt obliged to give up work on account of advanced age, and passed away only a few weeks ago.

Among many it is thought that girls were not employed by the Plymouth Cordage Company until a recent date; but that is an error, for under date of Dec. 4, 1838, I find that Mr. Spooner wrote to Mr. Loring as follows:—

“Our new spinning concern has consumed more time in the work of preparation than was expected, but we are now ready—this being the second day of steam spinning. We have two females from Mr. Day's factory; all other new operatives must of course be taught to spin; hence the progress of getting under weigh will be very gradual. This, as I presume, sir, you are aware, is with manila only. Mr. Day has not yet applied his spinning principles to the working of Russia Hemp, nor perfected his adaption thereto, but thinks it will soon be completed. It affords me much gratification to say that everything connected with this enterprise has gone comfortably on, and my faith in the utility and expediency of the measure is unabated.” . . .

There are still living in this vicinity women who in their younger days were employed in the mill as spinners.



Loring Reading-room

Our early records fail to give us the desired information in regard to the hours of labor. It is generally understood that, in the early days of the company, men were expected to make long days, and I have heard some of the older ones speak of the hours as being from sun to sun, and I think it must have been during this period that Mr. Spooner met with a singular experience. One morning while going through the rope-walk before daylight, he came in contact with some moving object; but it was so dark he could not see what it was, but upon asking who was there, was informed that it was John Mange. Mr. Spooner very quickly remarked, "John Mange, you are late." I am not going to vouch for the truthfulness of this story, but it goes to illustrate the number of hours that the men were expected to work.

In the early fifties the question of making shorter days was freely discussed, and I well remember as a small boy going to meetings that were held in the evening in the little schoolhouse opposite Mr. Hedge's, where the men gathered to freely express their views, and worked faithfully to bring about a time-table that should be satisfactory to the employer as well as to the employee. The following is the result of their deliberations: —

"RULES OF WORK, IN 1852 OR 1853.

"Commence work from the 21st of March to the 20th of April at ten minutes before sunrise, going out to breakfast at thirty minutes past seven o'clock; again commencing work at fifteen minutes past eight, going out to dinner at one o'clock. Again commencing at two, and leaving off at six o'clock P. M. From the

20th April to the 20th August, commence work at five o'clock A. M., going out to breakfast at seven, again commencing at fifteen minutes to eight, going out to dinner at one, commencing again at two, and leaving off work at six o'clock P. M. From the 20th August to the 21st September, commence work at ten minutes before sunrise, going out to breakfast at thirty minutes past seven, again commencing at fifteen minutes past eight, going out to dinner at one, commencing again at two, and leaving off work at six o'clock P. M."

"From the 21st September to the 21st March, breakfast will be taken before going to work, going out to dinner at twelve o'clock, commencing work ten minutes before one, and leaving off work at eight minutes past sunset. The Boston Almanac to be used as a guide for time."

Although the hours seem to us at the present time to be unreasonably long, yet the men felt that good progress had been made, and were apparently well pleased with the result.

These were the rules that were in force when I entered the employ of the Plymouth Cordage Company, March 28, 1859.

It is interesting to note that the hours of labor during the summer months were very much longer than those during the winter, and to us at the present time it seems a very curious fact that the wages were just the same for the long days as for the short ones. Many of us are aware that, as a rule, the mill ran quite steadily during the summer months, when we had to work the longest hours, but that it was not uncommon to be put on half time during the winter; in fact, this was generally the case, the exception being only



Board of Directors, 1899 —

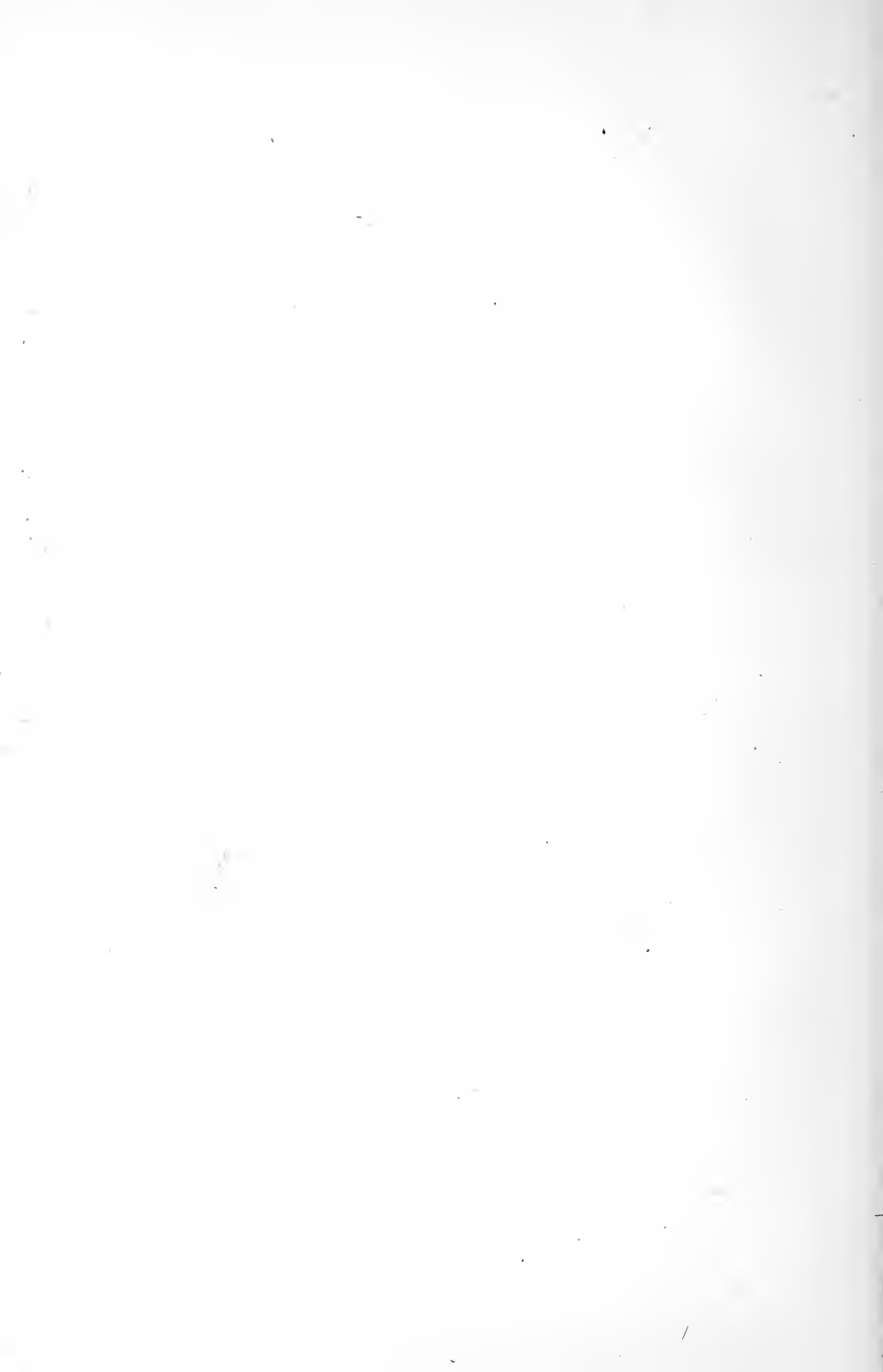
George G. Crocker
Elected 1878
President Feb. to July, 1897

Schuyler S. Bartlett
Elected 1882

Augustus P. Loring
Elected 1897
Elected President 1897

J. Whitney Austin
Elected 1894

Augustus Lowell
Elected 1892



in case of a drive in the cordage business, which was none too common during those winter months.

It was the custom every fall to decide how low the thermometer should stand to make it too cold to work; but it may now seem to be a curious fact that if orders came in fairly well the men could stand several degrees more of cold than they could when business was dull. This may seem to have been a sharp practice on the part of the management of the company; but, on the other hand, the men were not far behind in working their little scheme, for several of those present can well remember that it was a common practice early in the morning to huddle around the thermometer, each one anxiously looking at it, and in doing so would naturally breathe upon the glass, and thus bring it above the point previously established as being too cold to work, so that by the time the superintendent looked at it, it would often show several degrees higher than it was a few moments later. Such days were called banyarn days.

Changes were made at intervals until 1892, when the present rules were adopted, which are as follows: From 6.30 A. M. to 12 M., 1 P. M. to 6 P. M. five days, and 6.30 to 12 M. on Saturdays, from March 1st to December 1st. The other three months commence at 7 A. M. and work from 1 to 4 o'clock on Saturday afternoons, making fifty-eight hours per week in each case.

The night gang works from 6 P. M. to 5 A. M. without a stop, five nights per week, making the actual working time fifty-five hours; but for this they are paid the same as the day gang working fifty-eight hours.

The matter of watching the property was also looked after in the early days. Under date of Dec. 4, 1835, we find a memorandum reading as follows: "Agreed with Robert Wadsworth for him to keep watch, himself or his sons, beginning to-night, with dog and gun, at one dollar for night and one dollar for Sundays."

We find the matter of education received especial attention during the early years of the company, as the following memorandum would indicate: "Dec. 9, 1839, it was agreed with Mr. Kneeland to keep an evening school at twelve dollars per month, to be furnished with fire, lights, etc., without cost to Mr. Kneeland."

Purchase
of Hemp

The question of supplies, particularly the purchase of hemp, has always been a perplexing one. I well remember during my early connection with the company, conversations in the office about like this: Mr. Spooner would say to Mr. Bartlett, "Uncle Amasa, what do you think of manila hemp?" And after a discussion of some minutes he would say to Mr. Damon, "What do you think of it?" Then after further discussion he would step to the window to see what the prospects were of its being fair weather on the morrow, and remark, if it should be pleasant he thought he would take the nine o'clock train for Boston, and see what he could get five hundred bales for.

Since those days the telegraph and telephone have come into such free use, that it is no uncommon occurrence for us to get the markets of the world on Monday before 12 o'clock, and frequently have thousands of bales of hemp offered to us by telephone, and subject to immediate reply.



Nathan Cooley Keep
President, 1867-1875



My first desk was a small washstand, such as used to be furnished with a cheap chamber set. After a time I became very much dissatisfied with it, and in looking about found in what was then called the "old office" (originally a grist-mill), an old pine desk, and I asked the privilege of having that fixed up for my use. The result was it was painted and grained, and it would be hard to find a happier boy than I when first using that desk. This I was eventually allowed to buy, paying one dollar for it, and it is still in my possession. It is needless to add this desk is not now for sale.

As an illustration of the rigid economy that was practised during the early days of the company, I remember one day in trying to clear up the closet in the office, I came across something that seemed to me worthless, but before throwing it away, I thought it best to refer the matter to Mr. Bartlett. To my surprise, I found that it was originally a ball of twine that became hopelessly tangled, and instead of its being thrown away, it had been used by Mr. Spooner a number of years as a chair cushion.

Now in closing I want to express to you, Mr. President, and to the Board of Directors of the Plymouth Cordage Company, my sincere thanks for the confidence you have always placed in me, and the hearty manner in which your Board approved of the recommendations I have made from time to time in regard to conducting this business. This has given me courage to do all in my power for the advancement of the best interest of the company. And equally hearty are my thanks to the employees for their loyalty and faithful services and general interest.

They always have seemed to remember that the success of the company means their success, to realize that quality of work is the first consideration, and to understand that the natural result of producing the best goods possible means steady employment. In this respect I think no treasurer and general manager has been more favored than I, and I thank you one and all.

**HISTORICAL ADDRESS BY
HON. GEORGE G. CROCKER**

In 1824, the second term of James Monroe as President was drawing to a close. The population of the United States was about 10,000,000. Most prominent in the councils of the national government were John Quincy Adams, the then Secretary of State, who was to become by election of the House of Representatives the next President, and Daniel Webster, who had just returned to the House of Representatives after a seven years' absence, who was Chairman of the Judiciary Committee, and whose position in politics was that of an independent.

The excitement over the slavery question, which had been intense a few years before, had been somewhat allayed by the Missouri Compromise, and under the surface was to fester for a generation, until the sore should finally break in war between the North and the South.

At that time, as of late years, Greece was struggling with its Turkish oppressor, and, as if in rehearsal of ancient history, Ulysses, Commander of the Macedonians, having from his encampment on Mount Olympus summoned his countrymen



John Augustus Dodd
President, 1875-1890



to strike for liberty, had won a victory at famous Thermopylæ.

Those were the days of canals. The Middlesex Canal, from the Merrimac at Lowell to tide water at Boston, had been completed in 1803, and the great Erie Canal, which was to accomplish the marvellous result of reducing the cost of transporting a barrel of flour from Buffalo to Albany from one hundred dollars to ten dollars, was nearly completed. It was opened in 1825. The projects of a canal through Cape Cod and a canal through the Isthmus of Panama were under active discussion.

In those days, as now, the country had its complications with Spain. After years of negotiations and diplomacy a treaty with Spain had been ratified by which the United States acquired possession of the Floridas.

Cuba, also, was then, as now, a subject of anxiety and of political discussion. The rumor that England had designs on Cuba had led Calhoun to urge that our country should prevent England from taking it by seizing it itself. In 1826 Senator John Randolph of Virginia, in a debate in which the importance of Cuba as a key to the Gulf of Mexico was discussed, cried out: "If all constitutional restraints are to be pushed aside, let us take Cuba and be done with it." We of to-day may well say with Macbeth: "If it were done when 't is done, then 't were well it were done quickly."

It was in December, 1823, at the opening of the first session of the Eighteenth Congress that the President's message set forth the principles which have since become famous as the Monroe Doctrine.

There were two great industrial questions before the country: one was as to the extent to which internal improvements, such as canals and highways, should be carried on at the expense and under the auspices of the national government. Upon this question the President showed his usual good judgment. By vetoing a bill for repairing the great Cumberland road he saved his country from entering upon a ruinous policy, and he set forth his reasons in a document so clear, complete, and forcible that it may be said to have established the principles for which he contended.

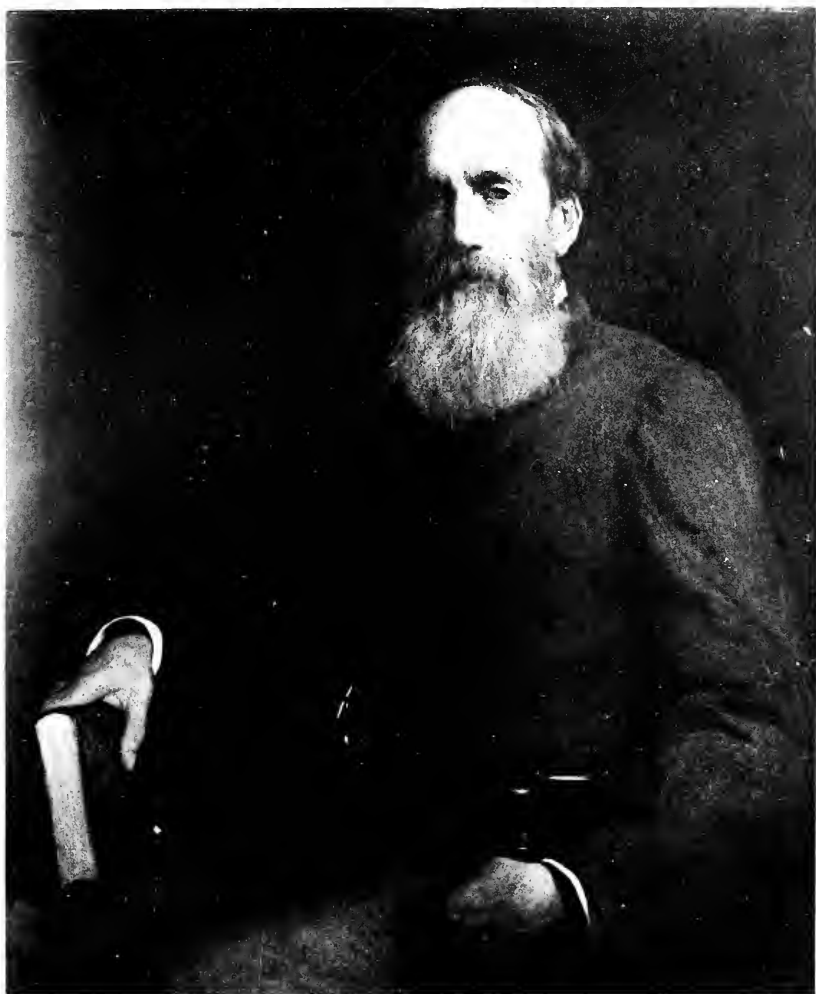
The other great industrial question was that of free trade and protection. They had it then as we have it now. The arguments and shibboleths heard to-day are the same with which the people of those days were familiar.

The year 1824 was famous on account of the return to this country of General Lafayette. He arrived in New York on the 15th day of August, and, leaving New York on the 20th, arrived in Boston four days later, on the 24th. It was in a poem of welcome to him that Charles Sprague wrote the memorable lines:—

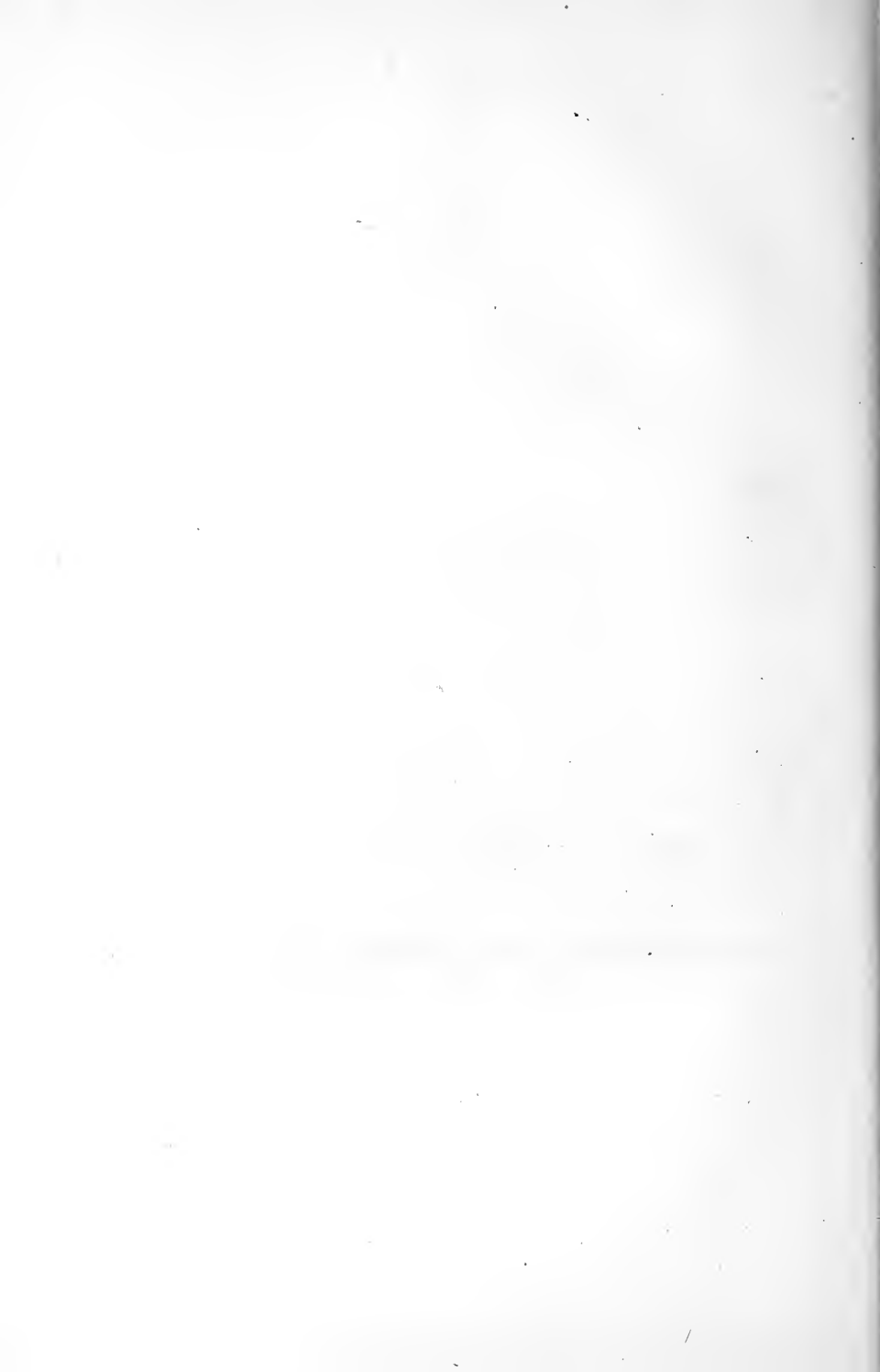
“ We bow not the neck,
We bend not the knee,
But our hearts, Lafayette,
We surrender to thee.”

Massachusetts
in 1824

Coming now to our own state, William Eustis was the Governor, having defeated Harrison Gray Otis at the election in 1823. The people were as much wrought up then over public questions and elections



Caleb William Loring
President, 1890-1897



as they are now. If anything, the battles of parties were more acrimonious. The Legislature of Massachusetts presented John Quincy Adams to the country as a candidate for the next President. The other leading candidates were Crawford and Jackson and Clay. The state, and the nation as well, were seething with politics.

Plymouth had a population of about 4500. It <sup>Plymouth
in 1824</sup> was therefore something more than half as large as at present. Relatively it was a more important place than it is to-day. In those days to be on a harbor or a river was essential to the prosperity of a town.

It was in 1824 that the corner-stone of Memorial Hall was laid. The town was, of course, very different in appearance from what it is to-day, and the habits of its people were different.

Two lines from an account of the celebration of the two hundred and fourth birthday of New England, on the 22nd of December, 1824, are suggestive:

“The evening preceding was pleasant, and lights were placed in the windows to prevent accidents, and had the effect of a general illumination.”

There is probably no one thing which will better picture the times to the imagination than a description of the means of transportation. Stages ran regularly between Boston and New York, leaving Boston at three o'clock in the morning.

Josiah Quincy, writing of a trip from Boston to New York, which he made in 1825 with Judge Story of the United States Supreme Court, closes as follows:—

“It seemed quite incredible: We had left Boston early Friday morning, had driven all the way, and

here we were Monday evening actually dining in New York. It need not be said that we congratulated ourselves upon living in the days of rapid communication, and looked with commiseration upon the condition of our fathers, who were wont to consume a whole week travelling between the cities."

There was a regular line of stages from Boston to Sandwich, the running time of which between Boston and Plymouth was something over six hours. The advertisement of this line, as it appeared on the 24th of November, 1810, runs as follows:—

Boston, Plymouth, & Sandwich Mail Stage, continues to run as follows—Leaves Boston every Tuesday, Thursday, and Saturday mornings at 5.00 o'clock, breakfast at Leonard's, Scituate; dine at Bradford's, Plymouth; and arrive in Sandwich the same evening. Leaves Sandwich every Monday, Wednesday, and Friday mornings; breakfast at Bradford's, Plymouth; dine at Leonard's, Scituate; and arrive in Boston the same evening. Passing through Dorchester, Quincy, Weymouth, Hingham, Scituate, Hanover, Pembroke, Duxbury, Kingston, Plymouth to Sandwich. Fare from Boston to Scituate, 1 dollar 25 cents; from Boston to Plymouth, 2 dollars 50 cents; from Boston to Sandwich, 3 dollars 63 cents.

N. B. Extra carriages can be obtained of the proprietors at Boston and Plymouth at short notice.

Stage books kept at Boyden's, Market Square, Boston, and at Fessendon's, Plymouth.

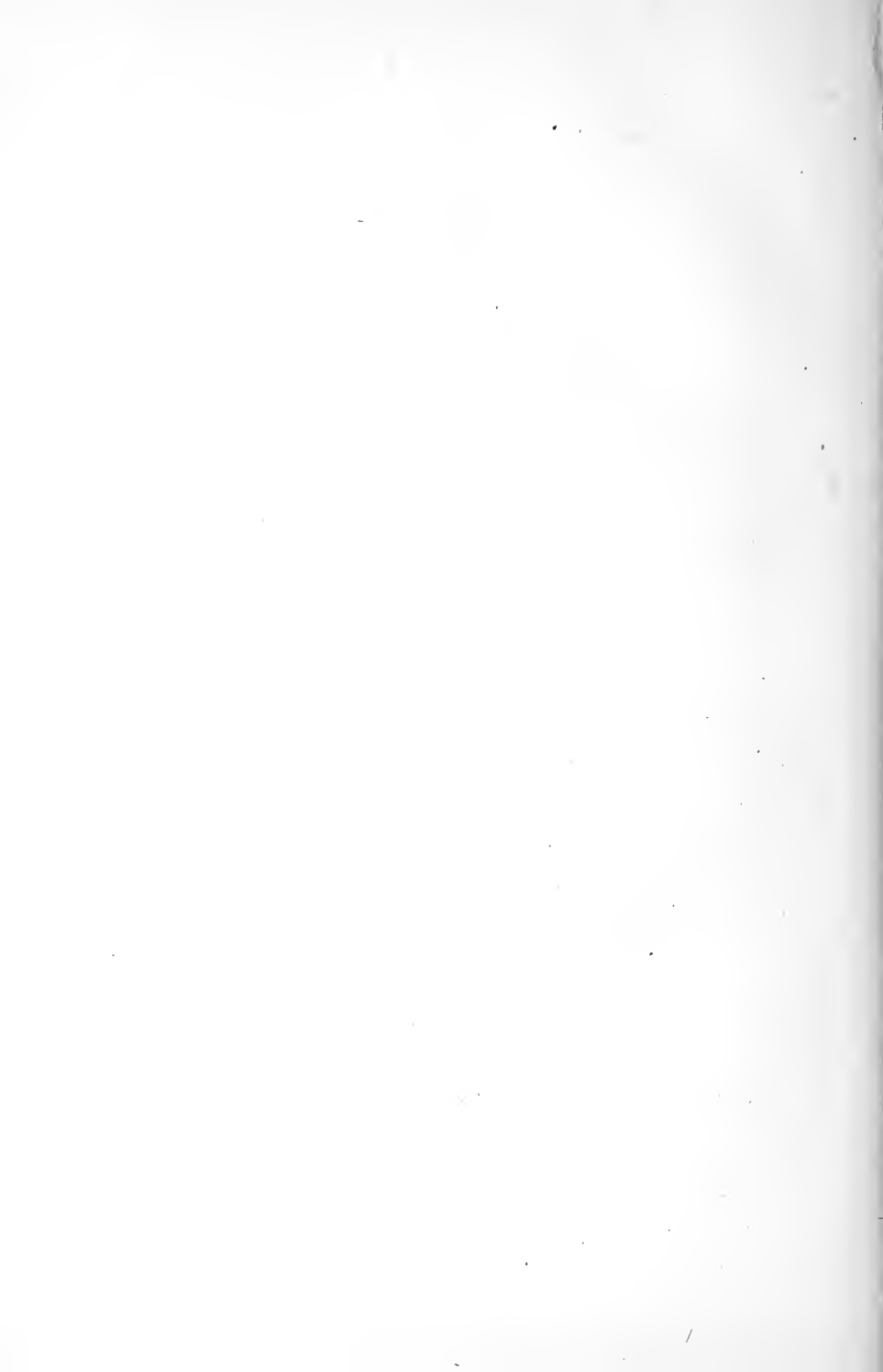
Boston, November 24, 1810.

LEONARD & WOODWARD.

The following is an advertisement which appeared in the "Old Colony Memorial & Plymouth County Advertiser" on April 24, 1824:—



Caleb Loring
Treasurer, 1824-1834



BOSTON AND PLYMOUTH.**(PICTURE.)****ACCOMMODATION STAGE.**

The subscribers would inform their friends and the public that they will on Monday the 19th inst. commence running an accommodation stage in the following manner, viz. : to leave Plymouth every Monday, Wednesday, and Friday, at half past seven A. M., and arrive in Boston the same day to dine. — To leave Boston every Tuesday, Thursday, and Saturday at 8 A. M., and arrive at Plymouth to dine.

The proprietors have provided themselves with experienced drivers and excellent horses and carriages, and can assure those who may favor them with their patronage, that nothing shall be wanting on their part, for their safety and accommodation, and that all commissions entrusted to them will be executed with fidelity and punctuality. Fare through \$2.50.

Books kept at S. Hamiltons, City Hotel, Elm Street, Boston, and at the Old Colony Hotel, Plymouth.

B. CUSHING, JR., & Co.

Stages were not, however, the only method of communication with Boston. It appears from the papers of those days that packets ran to and from Boston about twice a week.

It was not until 1845 (twenty-one years later) that the railroad was opened to Plymouth.

Immediately after the close of the War of 1812, ^{Tariff Measures 1812-32} there had been in this country great industrial depression, owing to large importations of English manufactures. The manufacturing interests of this country which had thrived during the continuance of the war

were threatened with ruin. They demanded a tariff for their protection, while the planting and commercial interests advocated the doctrine of free trade. Massachusetts' chief interest at that time was in its commerce, and Massachusetts was for free trade. In Congress the protectionists carried the day, and tariff acts were passed in 1816, 1818, and 1819.

By these acts the duty on cordage was fixed at three cents per pound for tarred cordage, and four cents per pound for untarred cordage, and the benefit of this tariff was somewhat diminished by a duty on unmanufactured hemp of one dollar and fifty cents per hundredweight. This latter duty was imposed with the idea of encouraging the raising of hemp in this country. In 1832 the importation of hemp was made free, a duty being reimposed in 1846.

In January, 1824, a new tariff bill, increasing the duties over what they had been previously, was reported in the House of Representatives by Mr. Todd of Pennsylvania. After a long contest it was carried by a bare majority in each branch, and became a law on the 22nd of May. The vote of the Massachusetts delegation was eleven to one in opposition to the bill, Mr. Webster being one of those who voted in the negative. By this act the duty on tarred cordage was raised to four cents per pound, and on untarred cordage to five cents per pound, and the duty on unmanufactured hemp was fixed at thirty-five dollars per ton.

The passage of this act not improbably determined the birth of the Plymouth Cordage Company.

That the protective acts had already produced good results is shown by the following eloquent passage



James Harris
Treasurer, 1834-1837

from the oration of Edward Everett, then a professor at Harvard, delivered in Plymouth at the two hundred and fourth anniversary in December, 1824 :—

“Within a few years what a happy change has taken place. The substantial clothing of our industrious classes is now the growth of the American soil and the texture of the American loom; the music of the water wheel is heard on the banks of one thousand rural streams, and enterprise and skill with wealth, refinement, and prosperity in their wake, having studded the seashore with populous cities, are making their great progress of improvement through the interior, and sowing towns and villages as it were broadcast through the country.”

From James Thacher’s “History of Plymouth,” published in 1832, it appears that the manufactories in Plymouth at about this time consisted of a rolling mill and nail factory, a cotton mill, a rope-walk, and a twine and line factory.

The rope-walks in Boston had been having a hard time. Seven at the North End had been destroyed by fire in 1794, after which they were obliged to remove to the marshes west of the Common. Those which were built there were destroyed in 1806, and some were rebuilt and destroyed again in 1819, and it was in 1824 that Mayor Quincy caused them all to be removed from the marshes at an expense to the city of fifty-five thousand dollars.

The special difficulties of the Boston rope-walks perhaps further encouraged Bourne Spooner in his scheme to establish a cordage company in Plymouth.

By an act of the Legislature (Statutes 1824, chap. 21), which was signed by the Governor on

Early
Cordage
Manufactories

Organization of Plymouth Cordage Company June 12, 1824, Bourne Spooner, William Lovering, Jr., John Dodd, John Russell, and their associates were incorporated as the Plymouth Cordage Company for the purpose of manufacturing cordage.

The first meeting of the corporation was held in the counting room of John Dodd, 118 State Street, on August 9, 1824. At that meeting there were present William Lovering, Jr., C. C. Nichols, John Dodd, and Bourne Spooner. They elected Bourne Spooner clerk *pro tem.*, and a committee was appointed to draft By-Laws.

On August 11, 1824, the second meeting was attended by those present at the first meeting, and also by Caleb Loring, Charles G. Loring, Charles F. Kupfer, and Thomas I. Lobdell. Charles G. Loring was elected clerk of the corporation, Caleb Loring, treasurer, and Caleb Loring, William Lovering, Jr., John Dodd, David Low, and Bourne Spooner, directors.

At the first meeting of the directors, which was held at the counting house of John Dodd on August 26, 1824, Bourne Spooner was appointed as agent, and was authorized to construct a rope-walk, wharf, storehouse, and other buildings, and to contract for machinery, tools, etc. He was also authorized, at a cost not exceeding eighteen hundred dollars, to erect a dwelling house for his own occupation, the rental of which was to be one hundred dollars per annum, and his salary was fixed at eleven hundred dollars.

By deed dated August 21, 1824, and recorded on the 17th of September, Bourne Spooner, rope-maker, conveyed to the company, for the consideration of twelve hundred dollars, Jackson's grist mill on the farm of



Bourne Spooner
Treasurer, 1837-1870

Barnabas Hedge, with the right of raising the dam, also the rope-walk lot, also the right of a cart-way from the main or county road through gates or bars by the south end of the dwelling house on said farm to the head house of said rope-walk and to the dam: also a cart-way from the said head house and dam to the yarn and tar house, which may be connected with said rope-walk: also a certain ancient mill privilege where formerly stood a saw-mill, on the westerly side of the road leading from Plymouth to Kingston.

On Feb. 8, 1825, a committee consisting of John Russell and Bourne Spooner was authorized to purchase a vessel, or at least a two-thirds interest in a vessel, for the use of the corporation, provided that the whole cost should not exceed two thousand dollars. In December, 1825, the directors were authorized to erect a block of six houses for the occupation of the workmen.

Such was the beginning of our company. Bourne Spooner was the leading spirit in it. He had but a small stream, hardly more than a brook, to furnish the water and the power. He could not have had great expectations of future growth. His hopes were not like the hopes of those who started mills at the great water powers of Lowell and of Lawrence.

The original capital stock of the company was ^{Capital Stock} twenty thousand dollars, full payment of which was made within one year from the date of organization. This capital was increased by small amounts at short intervals until March, 1826, when it had risen to forty-four thousand dollars.

By successive steps in 1833, 1850, 1855, 1863, and 1883 the capital stock was further increased to

five hundred thousand dollars; but all the funds for these last five additions were provided by special dividends of profits, so that in a period of fifty years, from 1833 to 1883, each single share of stock, without any new capital being paid in, had grown into eleven and four-elevenths shares.

In 1894 the capital stock was doubled, being increased to one million dollars.

This increase was all new capital furnished by the stockholders, not out of a dividend of profits, but out of their own pockets.

This additional capital was needed to handle properly and safely a business which in ten years had more than trebled in amount.

In doubling the capital stock, every stockholder was entitled to subscribe for one new share for each share previously held by him. That the corporation stood well in the estimation of the community, was shown by the fact that people were willing, even in the hard times of 1894, to pay fifty dollars for each right to take a new share at par.

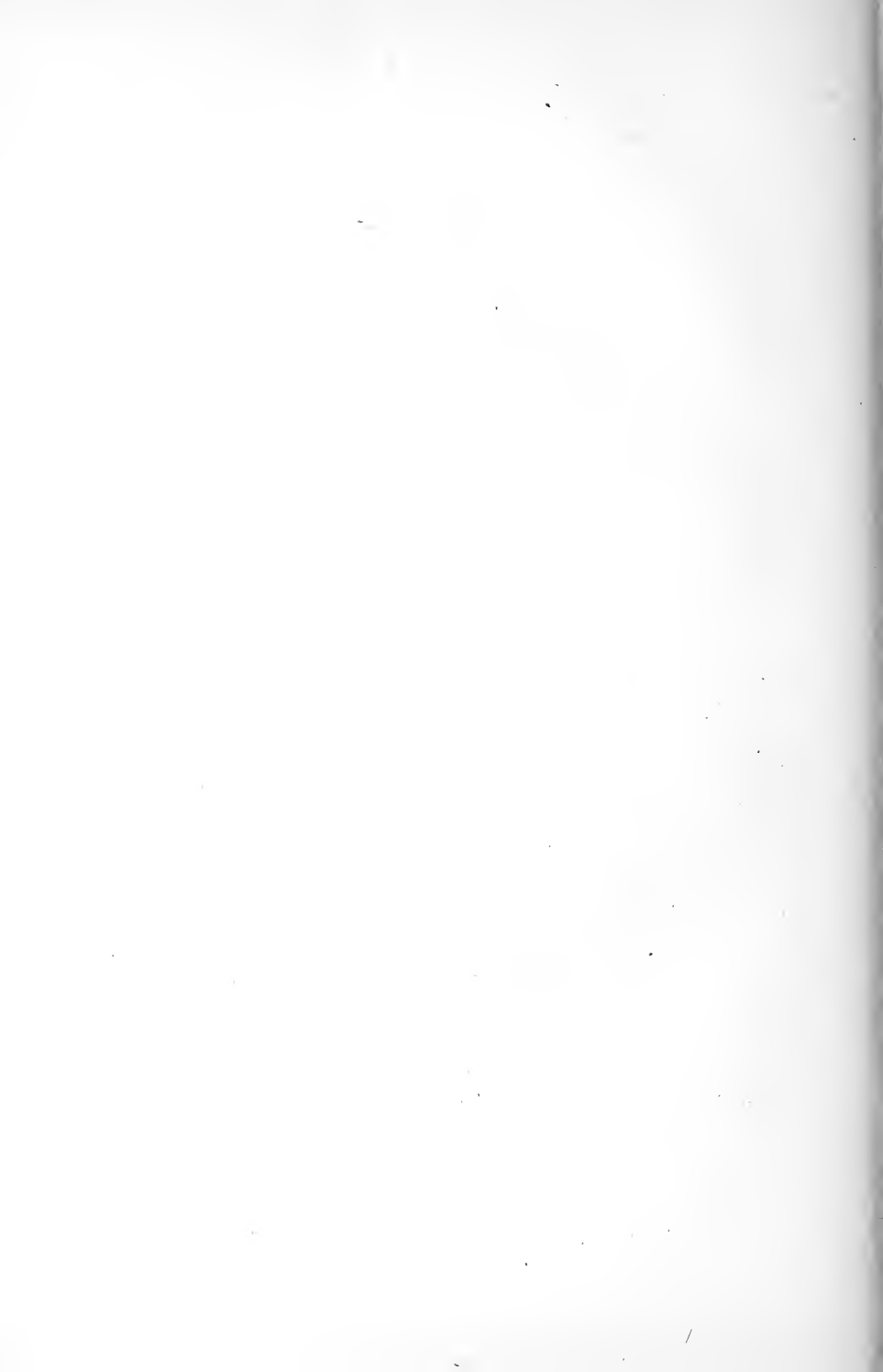
Dividends The first dividend was paid in 1832, seven and one-half years after the organization of the company.

Since then, with the exception of three years, 1839, 1843, and 1858, one or more dividends have been paid every year. During the last forty years, no single year has passed without something to gladden the heart of the stockholder.

It must not be inferred from this statement that the management of the company has not been conservative. Had it not been conservative, disaster would ere this have overcome us as it has many of our competitors. The amount which has been distributed



Charles Walter Spooner
Treasurer, 1870-1882



in dividends is less than one half of our total profits. So much which has been expended for construction has been charged to current expenses, and so much has been allowed for depreciation, that at the present day our whole plant—the factory, the machinery in it, the rope-walk, storehouses, machine shop, the engines and boilers and their housings, the office building and the tenements—stand on our books at only \$515,750, which is less than this new factory with the machinery and power house will cost.

We have had plenty of so-called healthy competition. At times it has been so severe that it has ruined company after company, and has threatened ruin to all.

Just before the outbreak of the War of the Rebellion, prices had been cut down to such an extent that a conference of representatives of all the leading manufacturing companies in this part of the country was called. Early in 1861 an agreement for the regulation of prices was entered into, but was soon found not to be sufficiently iron-clad. It was amended from time to time, in the attempt to prevent specious evasions and downright violations of its terms, but was finally discarded, and as a substitute for it the “pool system” was, in 1878, established. By the pool system each company was allotted a certain percentage of the total business, and returns of sales were made each month to a central bureau. If a company sold more than its percentage, it was obliged to pay into the pool a certain sum for each pound of such excess. This payment was changed from time to time, but was never more than two cents per pound. The money in the pool was then distributed among the

companies which did less than their percentage of the whole business. The allotment of our company was about ten or eleven per cent, and as a rule we overran it. We felt that the pool would not be permanent, and we wanted to have as large a business as possible when it went to pieces. Some of the companies closed their factories and made their dividends out of the amounts received from the pool. In a most unexpected way, the pool proved to be of special benefit to our company. On the night of Jan. 3, 1885, we were visited by a disastrous fire, the second in the history of the company, the first having been in 1866. Our works were badly crippled. The directors afterwards supplemented the work of the fire by tearing down some of the buildings which it had spared, thus clearing a space sufficient for the erection of our great modern factory building, on the west side of the railroad. While construction was going on, our product was necessarily much reduced, and had it not been for the pool our profits would have been little or nothing. Thanks to the pool, from which we received one or two cents per pound for every pound which we fell short of our allotment, we were able even in that year to make a good-sized dividend. We had barely got our new factory in working order when, in 1887, after a troubled life of nine years, the pooling system was discarded.

A movement was then started in New York to put a stop to ruinous competition by means of a grand combination. The plan was to buy up and consolidate into one great company the leading cordage factories, and at the same time to corner and control the hemp market. An attempt was made to secure a



Gideon Francis Holmes
Treasurer, elected 1882

majority interest in our stock; and it was represented to our stockholders that the economies in the management of the huge combination, and its control of the hemp market, would be such that our company as a separate concern could not successfully compete with it, and that, if we were not taken into the combination, we would soon be forced to the wall. This idea was also diligently circulated among our employees, who naturally became alarmed lest the factory might be closed and they be thrown out of work. Some of them left us and transferred their allegiance to the combination, — the National Cordage Company.

Your directors, by an investigation into the financial status and methods of the National Company, became convinced that it would not compass the economies in manufacture which had been promised, that it had undertaken a great deal more than it could accomplish, and that it would soon become involved in financial embarrassment. They recommended to the stockholders that the control of their stock should be placed in the hands of three trustees, with authority to take such action for the protection of the corporation and of their interests in it as they should seem to be expedient. A majority of the stock was quickly secured. Under these circumstances the directors ordered a notice to be posted in the factory, assuring the employees that the control of the company had not changed, and that in their opinion there was no factory in the country more sure than ours of being operated without intermission.

As no satisfactory offer for our property was received by the trustees, we are still struggling along as an independent corporation.

Events have shown that the position taken by the directors was well justified.

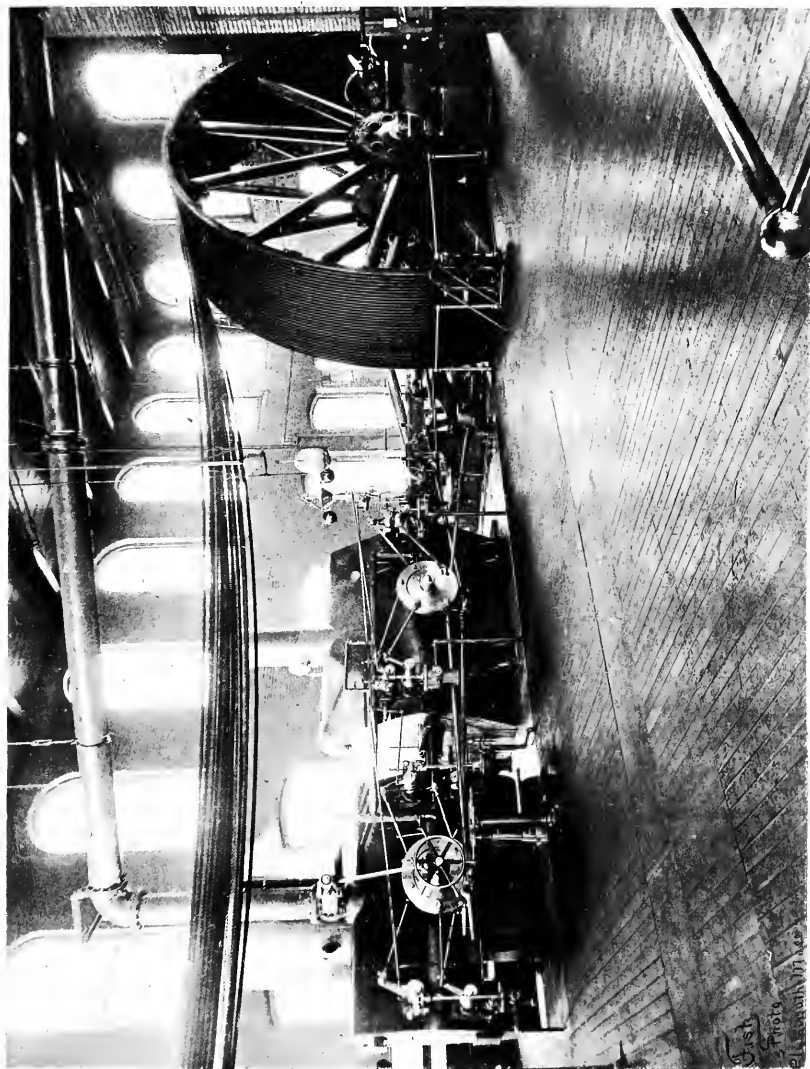
Whereas many of the factories which were swallowed up by the National Company have been closed, our company has had enough business to keep it running all the time, has even been obliged part of the time to run by night as well as by day, and the demand for its product now so far exceeds its capacity that it has been led to build what may conservatively be called quite a good-sized addition.

In 1893, six years from the date of its organization, the National Company passed into the hands of receivers. From its wreck the United States Cordage Company arose, and this also, two years later, took the same course.

Then there was another re-organization under the name of the Standard Rope and Twine Company, and this great company, with a capital as represented by stock and bonds of over twenty-two million dollars, is now one of our competitors.

Financial
Vicissitudes

While the company has in hard times escaped ruin, it has not passed through them without troubles which have severely tested its financial strength and the ability of its officers. Of the earlier experiences no record is left ; a late experience is, however, well remembered. There was great business depression in 1893. Farmers out West wanted binder twine as much as ever, but after they had got it and given their notes for it, they could not pay. So it happened that a great Mowing and Reaping Machine Company, the credit of which had been undoubted, and which had bought large quantities of twine from us, was unable to collect from the farmers to whom the twine



Engine-room
Shows engine, fly wheel, and rope drive



had been sold, and could not pay our company as agreed. Thus in the midst of a financial panic, when money was scarce, and the banks had been led by sad experience to scrutinize with suspicion every application for a loan, our company suddenly found that over five hundred thousand dollars which it had counted on as cash to carry on its business was not forthcoming. This sum was greater than the whole capital stock of the company. Nobody could tell how much, if anything, of this debt of over five hundred thousand dollars, our consignee would eventually be able to pay. It was not the time for a corporation to borrow five hundred thousand dollars more than its ordinary requirements. If the money could not be borrowed, our company too would be obliged to ask for an extension or shut up the factory. The money was borrowed, but not until our late President, Mr. C. W. Loring, and two directors and the treasurer had made themselves personally responsible for the debt by indorsing the notes of the company.

In the early part of the century, cordage was ^{The} generally made entirely by hand. There was a long ^{Product} rope-walk. Its length determined the possible length of the rope that could be made in it. Walking backward through this rope-walk was a man with a great wad of hemp wound around his waist, which he paid out as it was twisted into rope by a boy turning a wheel.

There was, there is still, a certain dreaminess about the old rope-walk which Longfellow has happily recorded in his undying verse : —

“ In that building long and low,
With its windows all a-row,
Like the port holes of a hulk,

Human spiders spin and spin,
Backward down their threads so thin
Dropping, each a hempen bulk.

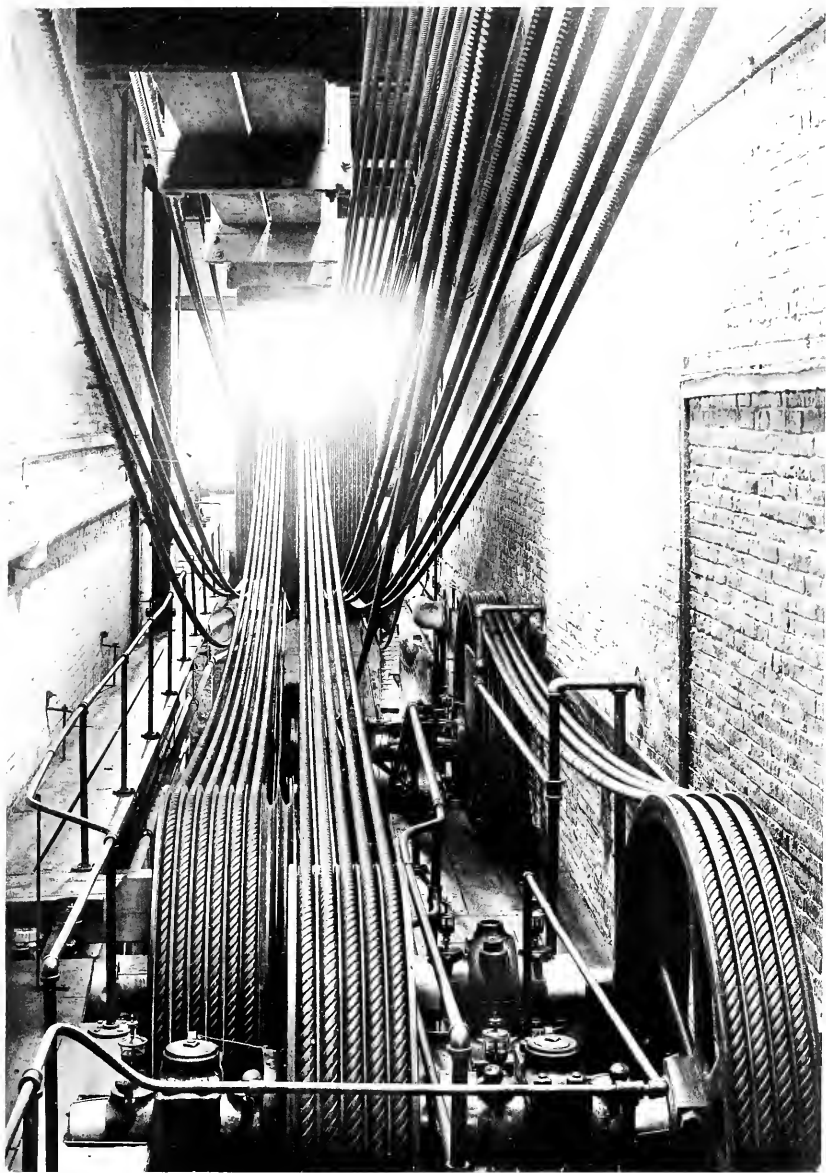
“ At the end an open door ;
Squares of sunshine on the floor
Light the long and dusky lane :
And the whining of a wheel,
Dull and drowsy, makes me feel
All its spokes are in my brain.

“ As the spinners to the end
Downward go and re-ascend,
Gleam the long threads in the sun ;
While within this brain of mine
Cobwebs brighter and more fine
By the busy wheel are spun.”

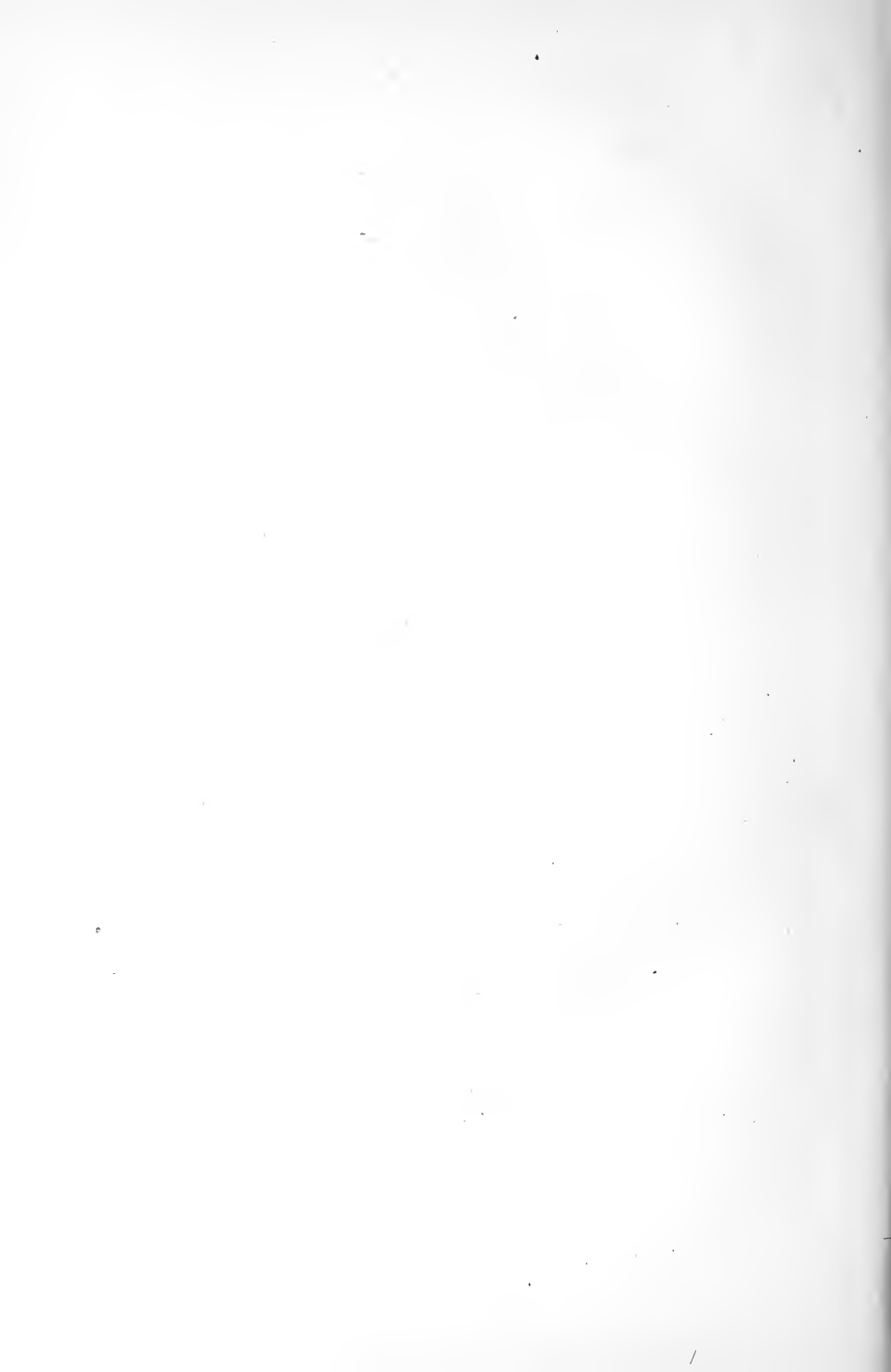
With the poet's pathos, he then describes some of the many uses to which the product of the rope-walk is put,—the happy children in the swing; the faded beauty in spangled dress on the tight rope; the matron drawing water from the well; the aged sexton ringing the church bell at midday; the murderer and the gal-lows; the schoolboy flying his kite; the fisherman hauling in his line; the ship in the breeze rejoicing or in the hurricane dragging its anchor through the faith-less sand; and the deserted wreck. This is the last verse:—

“ All these scenes do I behold,
These, and many left untold,
In that building long and low ;
While the wheel goes round and round
With a drowsy, dreamy sound,
And the spinners backward go.”

In Thacher's "History," published in 1832, the following statement is made in relation to the Plymouth Cordage Company:—



Power alley, showing rope drives



“Their rope-walk is situated in the north part of the town near the Kingston line, is three stories high, and is capable of employing eighty hands and of making five hundred tons of cordage per year. Their cordage is of the patent kind, is in high repute, and is laid by water power.”

In a history of the cordage industry of the present century, prepared in 1895 by Mr. B. C. Clark, it is stated that in those early days, “when rope was made without the use of the rope-walk, it was the custom to call it ‘patent cordage’ to distinguish it from rope-walk rope.”

At first Nathan’s brook and another, the name of which, if it ever had one, is lost in oblivion, furnished the water power, which sometimes reached a maximum of twenty horse power. The first engine furnishing steam power was put in in 1837; a second, in 1839; a third, in 1850; a fourth, in 1868, and a fifth, in 1888. These last two engines are those now in the engine room. The engine of 1888 is of fifteen hundred horse power. The engine which has been ordered for the new factory is to be of sixteen hundred horse power.

The accounts show that in 1827 the sales of cordage amounted to 601,023 pounds. For the year just ended, they amount to 19,597,644 pounds, or thirty-seven times as much as in 1827.

It is our practice under the general term cordage to include all of our product except binder twine. We make some fifty different kinds of lines, twines, cords, and ropes, varying in size from the mighty hawser fifteen inches in circumference, such as was lately used to pull the *Maria Thérèse* off the rocks, to corset twine, which is said to be used instead of whale-

bone for the stiffening of corsets. All these varieties of cordage, however, make up less than one half of our total product.

In 1882 the company sold its first lot of binder twine, 384,820 pounds. Last year it sold 27,905,981 pounds. This amount, added to the sales of cordage, makes a grand total of 47,503,625 pounds, or seventy-nine times as much as seventy-two years ago.

There are a great many cordage companies in the country, but the business of our company is estimated to be more than one seventh of the whole.

Employees The number of employees in the first year of operation was about thirty-five. To-day it averages nine hundred and fifty, of which about seventy-five are women and one hundred minors. Thus while the product has increased seventy-nine fold, the number of employees has increased only twenty-six fold. Figuring it out, it will be found that machinery is now doing work which, without machinery, if it could be done at all, would require 1850 more operatives, or two additional for every one we now have.

Fortunately we are not now left to conjecture as to the effect of the introduction and improvement of machinery. No wonder that there was bitter opposition to the railroad, when it was realized that it would supplant the stage-coach, would ruin the wayside inn, would take away from the farmer an important market for his horses, his hay, and his grain, and would throw out of employment many deserving drivers and needy hostlers. To-day, however, the railroad in the United States gives direct employment in round numbers to 875,000 men, and pays out each year, in salaries and wages, five hundred million dollars.



Opening room

Indirectly, through its demand for steel, ties, coal, masonry, buildings, cars and their fittings, and engines, it gives employment to other hundreds of thousands. As it is estimated that each wage-earner supports on the average four persons besides himself, it is probably true that the railroad, directly or indirectly, furnishes the means of support to one tenth of the total population of the United States.

The opponents of the introduction of improved machinery look only at immediate effects. They do not forecast ultimate results. Most wonderfully are the interests of different industries intertwined. The development of one in unexpected ways results in the development of others whose relationship may never have been dreamed of. Sixty years ago the officers of our company probably realized that the railroad would enable them to reach a wider market with their product; but far beyond human foresight was it to conceive that, before the close of the century, the railroad, supplemented by sowing and reaping machines, would render profitable the cultivation of wheat fields in the West, so vast in extent that more than one half in weight of the total product of our company would go simply to bind up the sheaves.

Labor-saving machinery has been an essential element in bringing about the unequalled progress of the century, and experience now proves unmistakably that its use has resulted not in a contraction but in an enlargement of the field of labor, and has been accompanied by an increase in wages.

According to the Massachusetts Labor Report of 1885, the general wages of mill operatives in the New England States, between 1831 and 1880, increased one

hundred and fifteen per cent, or in other words more than doubled.

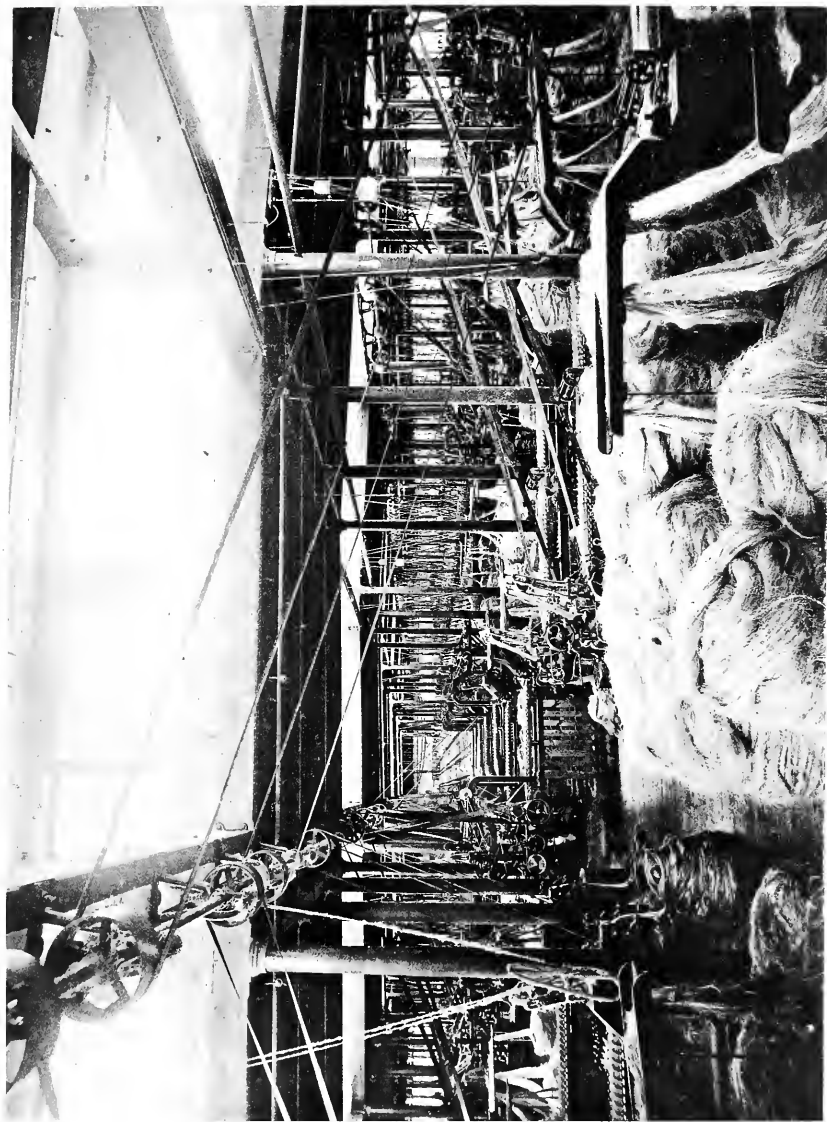
At the same time, the purchasing power of a day's wages has also increased. This is especially true with reference to articles in the production of which machinery is used. Cotton cloth, for example, in 1830 cost seventeen cents per yard; to-day, by reason of improvements in machinery, the same quality can be bought for less than one third as much.

The movement of advancing wages and diminishing prices is a movement of civilization, and it is through labor-saving machinery that these results have been simultaneously accomplished.

Of this we may be sure, economy in production is progress and leads to prosperity, and he who opposes it stands as an enemy to the general welfare.

The Commonwealth of Massachusetts has been and is the very hot bed of labor-saving machinery; and there is no place on the face of the earth where happiness and comfort are more universal.

The operatives of the Plymouth Cordage Company have long been noted for intelligence, honesty, sobriety, industry, and thrift, and for faithfulness to the interests of the company. It is no ordinary praise to say that they have ever been held in good repute, even in this community in which the virtues and the standards of the Pilgrim Fathers naturally find their best exemplification. Most of them regard Plymouth as their home. Something over eleven per cent of the men who were in the factory forty years ago are with us now. A list of twenty-eight overseers and foremen has been made up, every one of whom has been with the company more than twenty years.



Preparation machinery
Main Mill

This roll of distinguished service is headed by the ^{David Brown} name of David Brown, who has charge of the spinning room, who has been with us for forty-seven years, and is now seventy-four years old. His son, Robert A. Brown, commenced work in the mill when ten ^{Robert A. Brown} years of age, working five nights in the week, and, with the exception of two years and a quarter which he devoted to school, he has completed thirty years of service; and he is now the superintendent of the mill and rope-walk, and is the able and valued manager of the manufacturing department.

James Mullins on July 31, 1871, entered the office ^{James Mullins} of the company as office boy, his special duty being to tend the telegraph instrument which had just been put in. Next he became weigher, then shipper, then general correspondent, and he is now our travelling agent.

John H. Damon, a son of a former employee, who ^{John H. Damon} afterwards became a director, began work in the machine shop fifteen years ago, and is now our master mechanic. When a thing needs to be done, he finds a way to do it. Difficulties do not dismay him. They are something to be overcome, and with inventive ability he works until he overcomes them.

John A. Skakle began work in the machine shop ^{John A. Skakle} seventeen years ago, and is now our trusted chief engineer.

These few instances, selected from many, must suffice.

The company has reason to be proud of its employees, and it is very proud of them.

In the seventy-five years, there have been only ^{Officers} twenty-eight directors, and as the Board has consisted

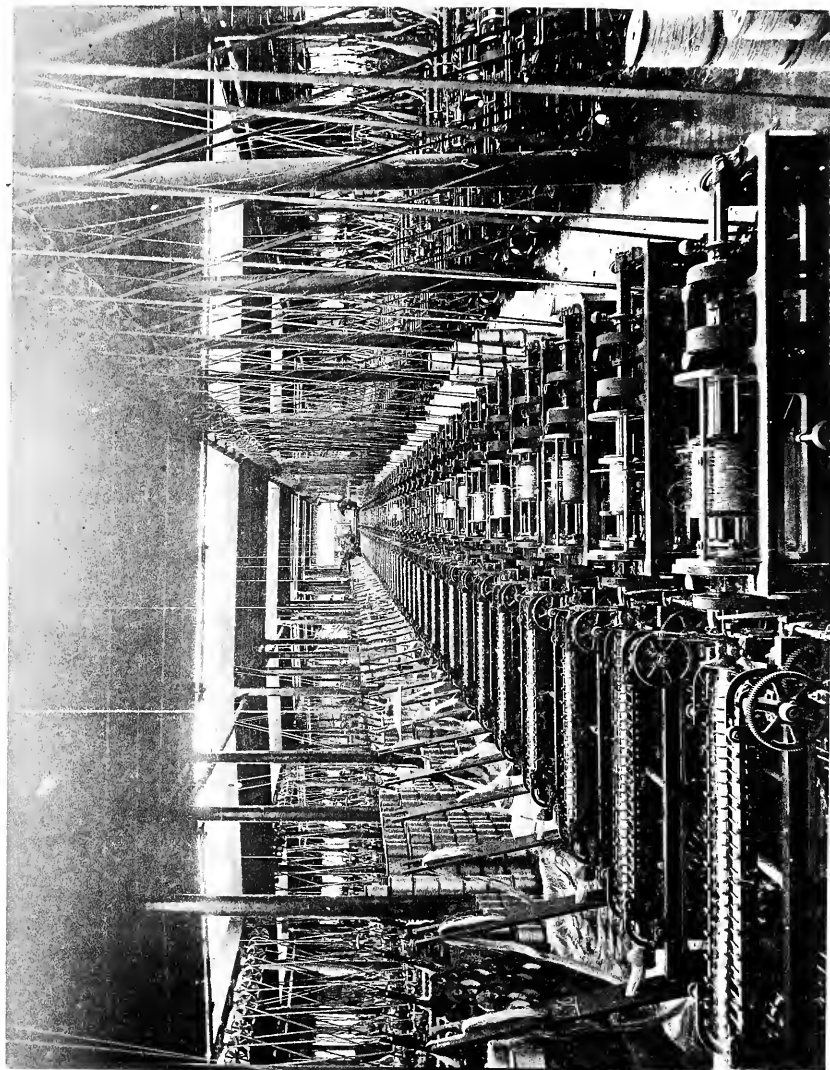
of five members, the average term of service by each director has been over thirteen years.

Presidents At first, in accordance with a By-Law, the senior director in point of service acted as the presiding officer. This rule was followed until 1867, in which year Dr. Nathan Cooley Keep was elected President. Dr. Keep had been a stockholder from the year 1828. A graduate of the Harvard Medical School, he had been a leader in establishing the practice of dentistry as a distinct profession. He was widely known for inventive genius, mechanical skill, and scientific attainments. He served through eight years of great prosperity, until his death in 1875. He was succeeded by John A. Dodd, a merchant of Boston, a son of John Dodd, who was one of the original incorporators, and also one of the original subscribers to the stock of the corporation, and who had served twelve years on the Board of Directors.

President Dodd had the interests of the corporation very closely at heart, and zealously protected and developed them. After fifteen years of service, he died in 1890, and was succeeded by Caleb William Loring, who died in 1897. His son, Augustus P. Loring, has been President since July, 1897.

To four generations of the Loring family this company is under a great debt of gratitude. From the beginning to the present day, without any intermission, they have been active in the administration of its affairs.

The first two names on the list of original subscribers to the stock of the corporation are Caleb Loring, the great-grandfather, and Charles G. Loring, the grandfather, of your President. Caleb Loring, a



Spinning machinery
Main Mill

merchant of Boston in high standing, was a director and treasurer of the corporation for the first ten years of its being.

To live in Boston and to be treasurer was not so convenient then as it would be now. It was his habit once a month to visit the rope-walk, travelling from Boston to Plymouth and back in his own carriage.

Charles G. Loring, the grandfather of our ~~Presi-Clerk~~ President, and one of the leaders of the Suffolk bar, was clerk of the corporation from 1824 to 1831, and his brother, Francis C. Loring, from 1831 to 1845.

He was succeeded by Caleb William Loring, the father of our President, who served thirty-nine years, from 1845 to 1884, and he in turn by his son, who served thirteen years, from 1884 to 1897. Thus the office of clerk of the corporation from 1824 to 1897, a period of seventy-three years, was held successively by four of members of the Loring family.

Judging from the past, we can hope for nothing better for the company than that this succession of the Loring family may continue through the next as it has through the present century; and we may well congratulate ourselves that we see here to-day a Caleb Loring in the fifth generation to whom we may look to carry on the good work of his fathers. May he be imbued with their spirit of devotion to the interests of the corporation, and with their wisdom of judgment.

Your President has to-day, as a memorial of his father, presented to the corporation a beautiful library and reading-room. It is a gift which evidences alike his filial affection for an honored father, and his own

thoughtfulness for the well being of our employees. We all thank him.

Bourne
Spooner

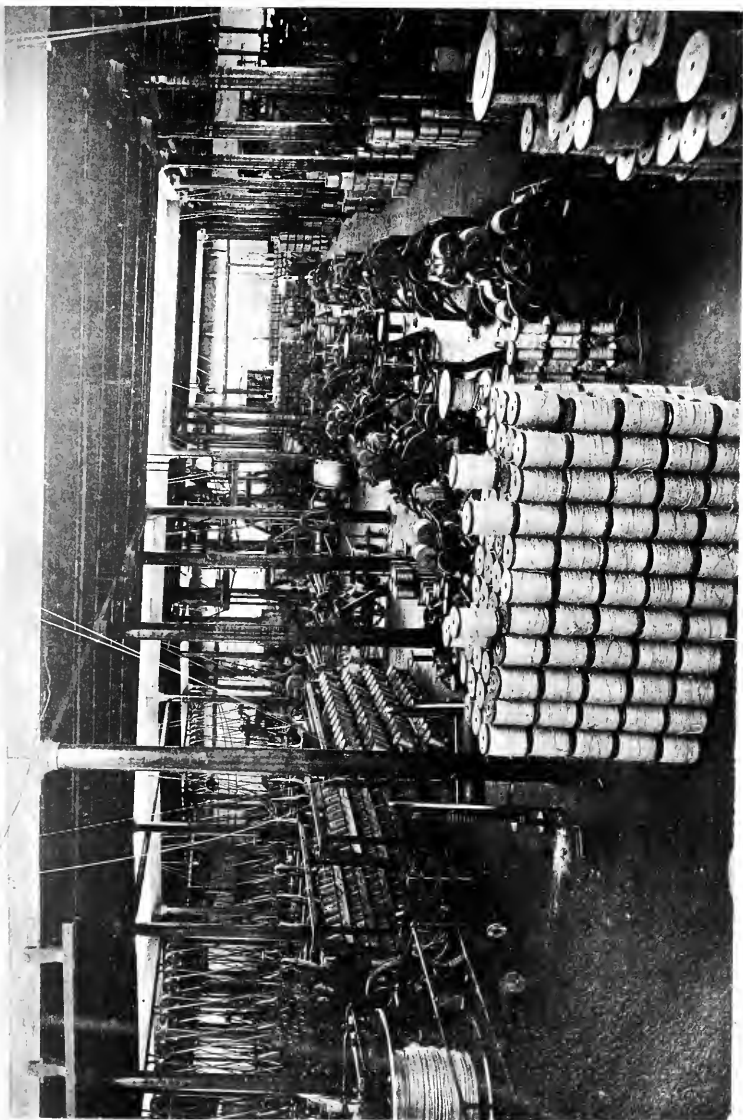
Bourne Spooner was born in Plymouth on Feb. 2, 1790. In 1812 he was in business in New Orleans, and it is said that he was connected with a rope-walk there. Undoubtedly he was the organizer of the movement to start this company. He was a strong man, courageous and persevering; a strict disciplinarian; a man who impressed his character and manners upon those with whom he came in contact, of most positive and often publicly expressed views upon the temperance question, and an organizer of temperance societies; a man who knew that slavery was wrong, who was heart and soul with Garrison and Phillips in their attacks upon it, and who read each issue of the "Liberator" from beginning to end. He was of social disposition and an excellent story teller. The air of Plymouth is full of the memories of his genial companionship. Of his business ability, the remarkable growth and prosperity of the company through the forty-six years of his service is proof, than which there can be none more convincing. During all that time he was our agent, and from 1837 he was also treasurer.

Charles W.
Spooner

He was succeeded by his son, Charles W. Spooner. He, too, was faithful, efficient, and wise. I will not say that prosperity followed him. He compelled prosperity, as did his father before him. After several years of suffering from disease, Charles W. Spooner died in 1882, having been agent and treasurer for twelve years.

Gideon F.
Holmes

Gideon F. Holmes was born on Dec. 21, 1843. Forty years ago, on March 28, 1859, being then fif-



Horizontal rope machinery
Main Mill

teen years of age, he began his service for the Plymouth Cordage Company at fifty cents a day. His duties were to be on hand at half-past five in the morning, build the fire, and sweep and dust the office. In those days, except for the winter months, the mill ran from 5 A. M. to 6 P. M., with three-quarters of an hour allowed for breakfast and one hour for dinner. In winter, the hours were from 7.35 to 4.25. Young Holmes during the day-time made himself generally useful as an office boy. He assisted in writing tags and in shipping rope. On one occasion when he attempted to weigh a coil of rope, his superior checked his presumption by telling him that that was a very important part of the work, and that he must not undertake it again.

For two years, beginning in May, 1860, the special duty was assigned him of closing the windows in the rope-walk after working hours, for which he received six and one-fourth cents per night. This was his pocket change, which he highly prized.

In the summer of 1862, he began to have the care of the shipment of rope and the making out of invoices. Five years later, he became assistant book-keeper, and in the spring of the same year took full charge of the books, and continued in charge of them for the next eight years.

In 1875, and from time to time thereafter, in the absence of Mr. Spooner, the duties of treasurer and agent were thrown upon Mr. Holmes; and upon the death of Mr. Spooner he was, on Sept. 12, 1882, elected treasurer. Under his administration, the product of the factory has been quadrupled, and after seventeen years we are able to say with confidence,

and there is no praise which could be more definite and positive, that he has proved himself a worthy successor of Bourne Spooner.

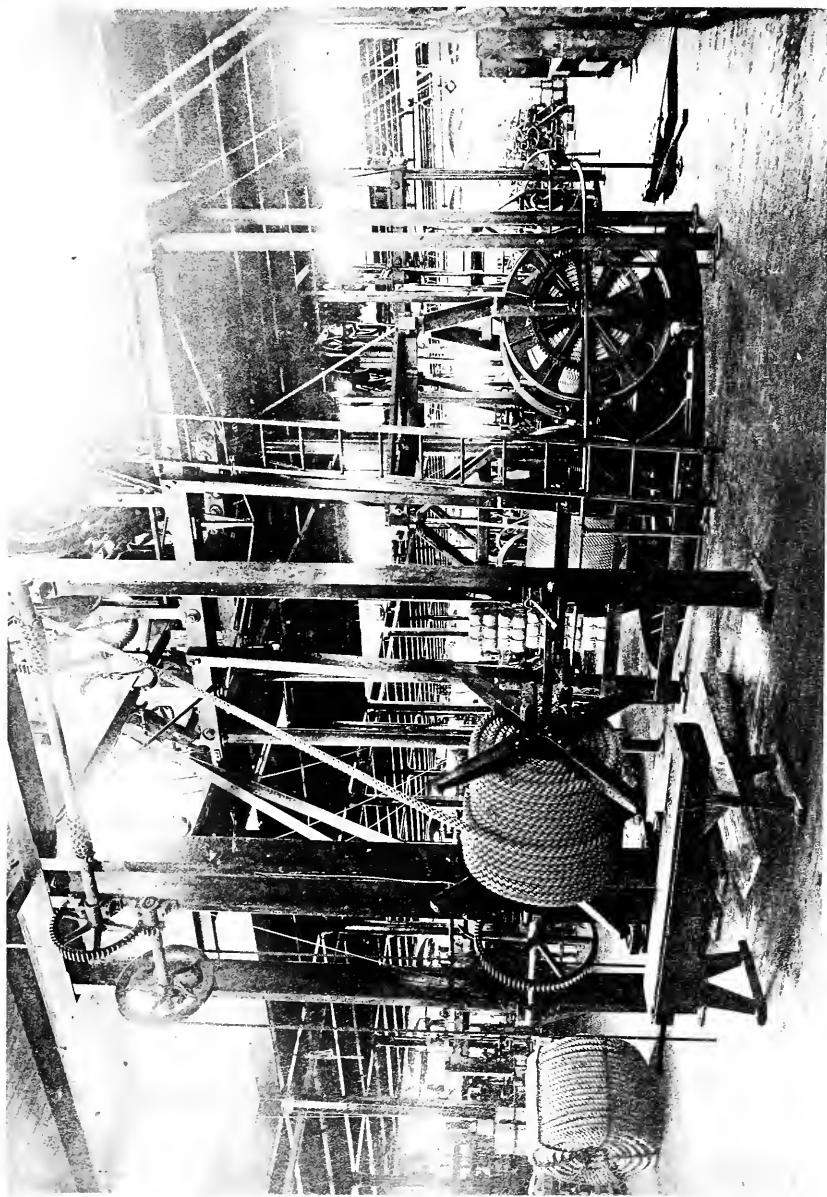
Never before in the history of the company has there been so large a profit as in the year which has just closed.

Such prosperity has not been general in the trade. The fact is that our treasurer, a year and one-half or two years ago, correctly forecast the future, and when other treasurers, under the impression that hemp would soon fall in price, were buying only for immediate consumption, he bought, and the credit of the company was such that he could buy, a supply for a year in advance. He was almost alone in his opinion; but he was right, and it is because he was strong enough to be independent, and wise enough to be right, that we have received this year an extra dividend of ten per cent, and have also laid aside a goodly sum to meet the cost of the new construction which we have undertaken.

In those matters which go to promote the well being of the employees, Mr. Holmes always takes a leading and active interest.

In building new tenements and improving the old; in providing garden plots and establishing a system of drainage; in the conduct of the cooking school; in matters relating to the library,—in all things which go to promote the social welfare of our little community, he is fruitful of suggestion and thoughtful of detail.

Reputation We have received a great inheritance of success and reputation. To continue that success, to preserve and to increase that reputation, is the duty of



Large rope machinery
Main Mill

those who are to manage this factory during the coming century. May they study the past, and by its lessons be guided in the future. May they adhere through all temptation to a conservative financial policy. May they never be satisfied with present, but always be striving for higher achievement. May they continue to make the best cordage in the market, so that our product in the future as in the past shall be recognized as the standard by which other cordage is to be judged.

The location of our works is a pleasant one. This ^{Location} is a good place in which to live. The winters are not severe, and the heat of the summer is often tempered by breezes from the sea. With the woods bounding us on one side, and the harbor on the other, we have pure air and a variety of outdoor recreation. The man who wants a life of excitement will not find it in Plymouth; but the moral and mental tone of the town is pitched to a good key. It is something to be free from the temptations with which life in large cities is surrounded. The success of a manufacturing corporation is not, however, determined by the agreeableness of its location and surroundings. It is safe to say that if the founders of our company had planned its development into a great factory such as now exists, they would not have established it on this spot, with an insignificant water power, on a harbor which I will not say is poor, but which is not the best, and in a location through which passed but little traffic by land.

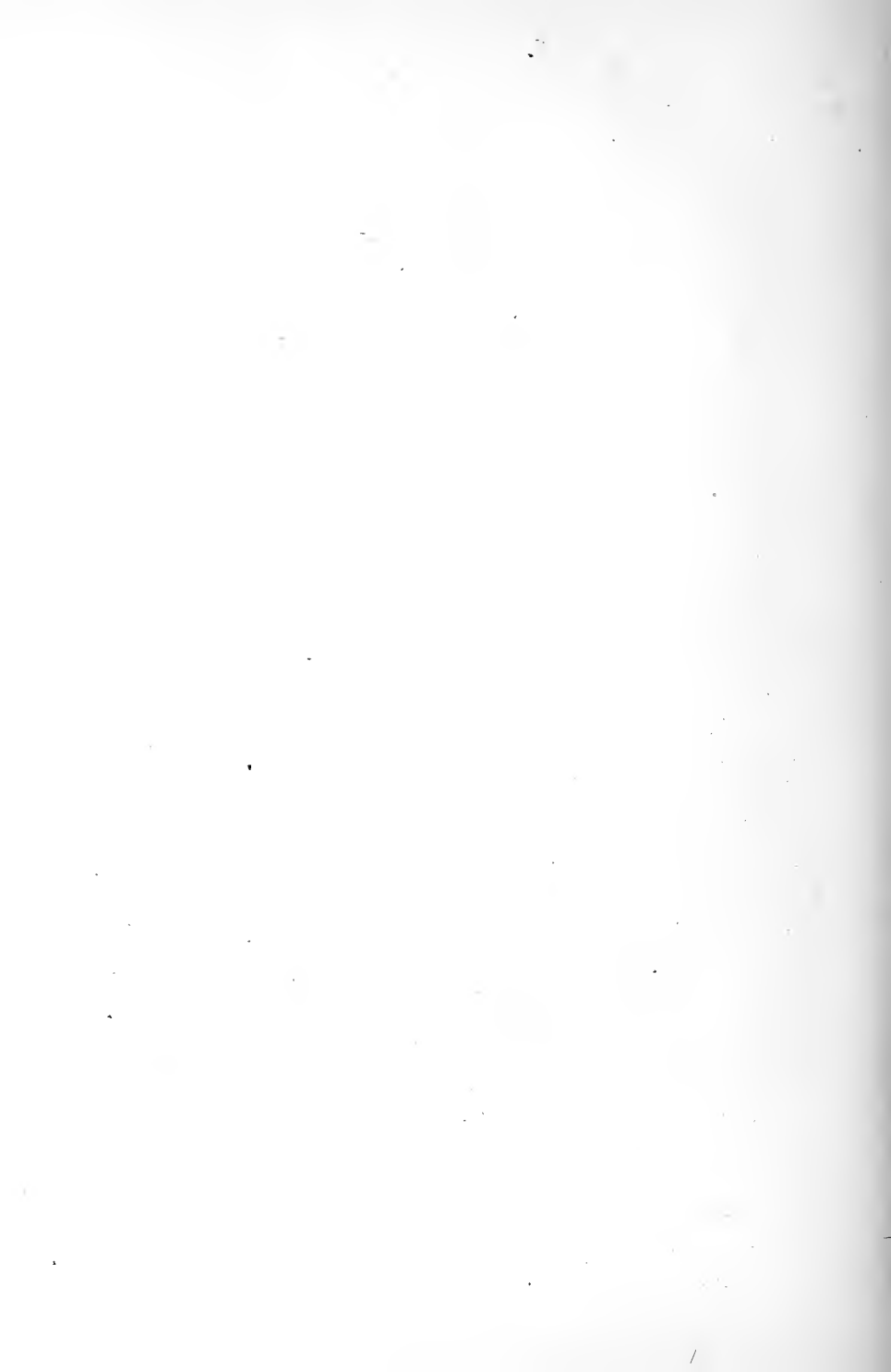
The success of our company has not been due to its location. It may almost be said that it has been achieved in spite of its location. Other corporations much

more favorably situated than ours have failed deplorably. Disaster in some shape has overcome them. Even to-day there are cordage factories all over the country which are closed because it will not pay to run them. It is probably true that no other large cordage factory has had so long a life as ours. Certainly ours, in point of unchanged corporate existence, is the oldest.

Our success has been due not to exceptional opportunities, nor to chance, but it has been due to the men who have had charge of our affairs, and who have carried on our work; to the character, the perseverance, the brains, and the devotion of our officers and employees, and primarily and principally to the life work of Bourne Spooner.



Balling machinery
Main Mill



A P P E N D I X

Act of the Legislature, June 12, 1824.

AN Act to incorporate the Plymouth Cordage Company.

Section 1. Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, That Bourne Spooner, William ^{Persons} incorporated Lovering, Jr., John Dodd, and John Russell, together with such others as may be associated with them, and their successors, be, and they are hereby made a corporation by the name of the Plymouth Cordage Company, for the purpose of manufacturing cordage; and for that purpose shall have ^{Powers,} all the powers and privileges, and also be subject to all the ^{Privileges, etc.} duties and requirements prescribed and contained in an Act, passed the third day of March, in the year of our Lord one thousand eight hundred and nine, entitled "An Act defining the general powers and duties of manufacturing Companies," and the several Acts in addition thereto.

Sec. 2. Be it further enacted, That the said Corporation ^{Capital} in estate may be lawfully seized and possessed of such real estate, not exceeding the value of twenty thousand dollars, and such personal estate, not exceeding the value of sixty thousand dollars, as may be necessary and convenient for carrying on the manufacture of Cordage.

(Approved by the Governor, June 12, 1824.)

AN Act to authorize the Plymouth Cordage Company to increase their Capital Stock.

Be it enacted by the Senate and House of Representatives ^{1824 Ch. 21} in General Court assembled, and by the authority of the same, as follows :

The Plymouth Cordage Company are hereby authorized ^{\$40,000} to increase their capital stock by an amount not exceeding ^{additional}

Investment
Proviso as to
value of
shares

forty thousand dollars, and to invest such increase in real and personal estate necessary and convenient for carrying on the business of said corporation : provided, that no shares in the capital stock hereby authorized shall be issued for a less sum or amount, to be actually paid in on each, than the par value of the shares in the original capital stock of said corporation.

(Approved by the Governor, March 5, 1850.)

The stock was increased under this Act to a total of one hundred thousand dollars.

AN ACT authorizing the Plymouth Cordage Company to increase their Capital Stock.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows :

Capital Stock
increased
\$100,000

Section 1. The Plymouth Cordage Company are hereby authorized to increase their capital stock, by an amount not exceeding one hundred thousand dollars and to invest their present capital and such increase in real and personal estate, as is necessary and convenient for carrying on the business of said corporation : provided that no shares in the capital stock hereby authorized shall be issued for a less sum or amount, to be actually paid in on each share, than the par value of the shares in the original stock of said corporation.

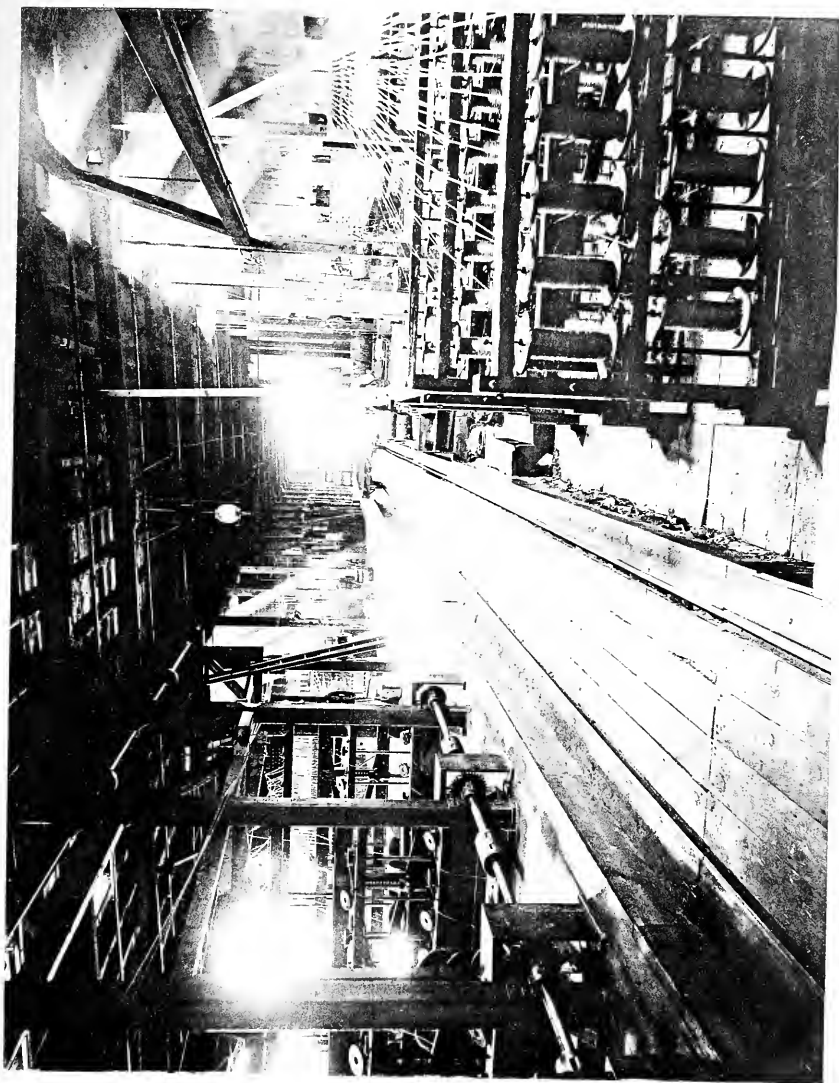
Sec. 2. This Act shall take effect from and after its passage.

(Approved by the Governor, March 9, 1855.)

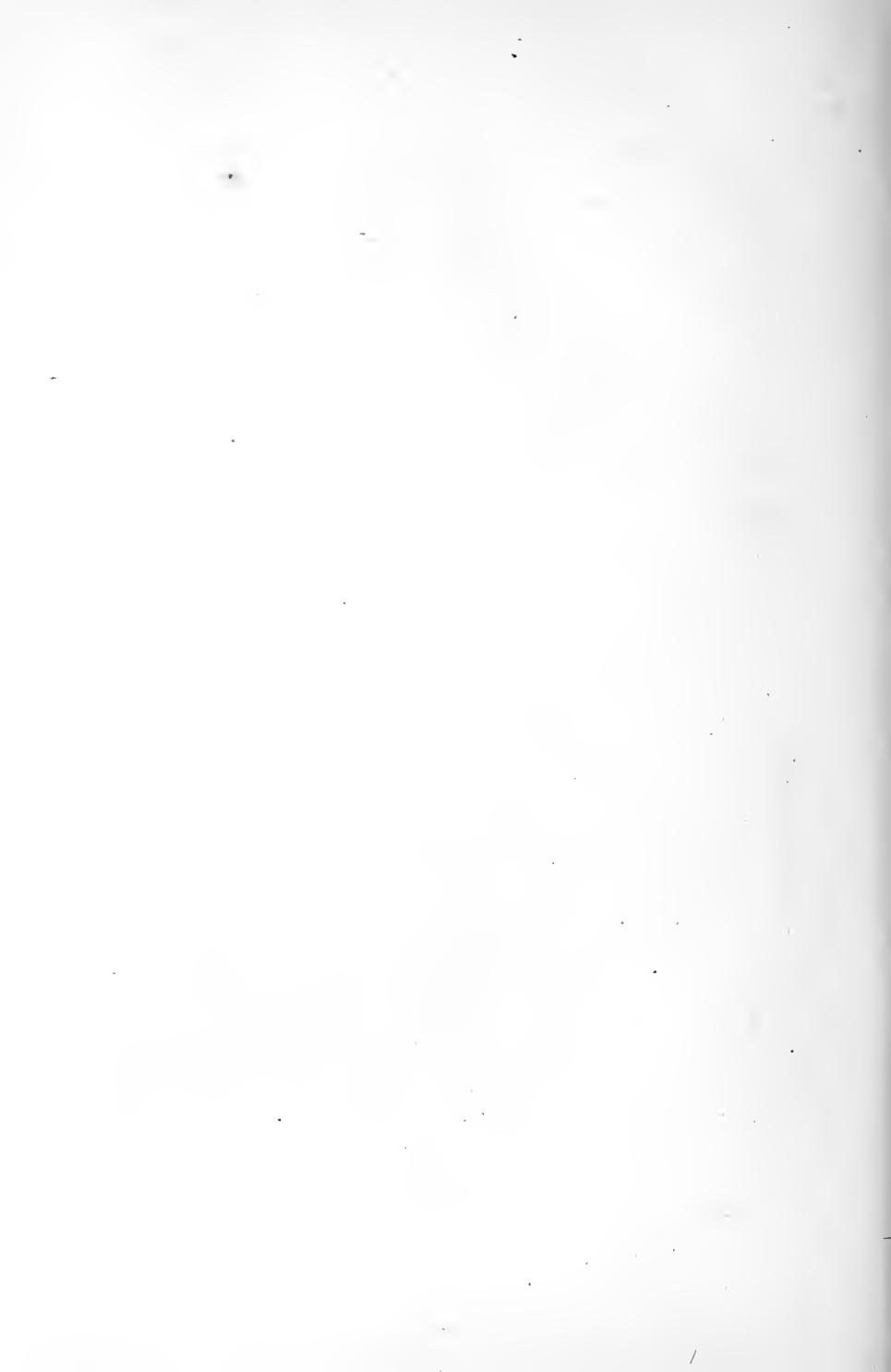
The stock was increased under this Act to a total of one hundred and fifty thousand dollars.

The stock was increased under the general laws as follows :

- 1863. Capital increased from \$150,000 to \$200,000.
- 1883. Capital increased from 200,000 to 500,000.
- 1894. Capital increased from 500,000 to 1,000,000.



Tar house



BY-LAWS
OF THE
PLYMOUTH CORDAGE COMPANY.

ARTICLE I.

The Board of Directors shall consist of five members.

Board
of
Directors

ARTICLE II.

The Treasurer shall give a bond in the sum of twenty thousand dollars, with sureties satisfactory to the Directors, which bond shall be in the custody of the Clerk. At each annual meeting of the Stockholders, the Treasurer shall make a full report of his doings for the preceding year, and he shall, from time to time, make such further reports to the Directors as may be called for by them.

Treasurer

He shall have power to make purchase and sale of manufacturing stock and supplies, appoint agents under him, and otherwise superintend and conduct the business of the Corporation, and make contracts relating thereto, unless otherwise voted by the Directors; but no note for the payment of money shall be binding on the Company unless signed by the Treasurer and countersigned by one or more of the Directors; except that the Treasurer may borrow money from any of the National or Savings Banks in Plymouth not exceeding ten thousand dollars from any one bank.

ARTICLE III.

The Clerk shall keep records of meetings of the Directors, as well as of meetings of the Corporation, and in the records of the meetings of the Directors he shall give the names of the Directors present.

Clerk

ARTICLE IV.

An auditing committee of Stockholders shall be chosen by ballot at the annual meeting, whose duty it shall be to em-

Auditing
Committee

ploy an expert to examine the accounts of the Treasurer, and the stock issues, and they shall fix his compensation, carefully consider his report and submit the same to the Stockholders at their annual meeting with such additional report as they see fit.

ARTICLE V.

Vacancies In case of the absence or disability of the President, Treasurer or Clerk, the Directors may choose a person to fill such office *pro tempore*, and in case of a vacancy in any office, the Directors shall have power to fill the same, until the Stockholders take action thereon, which they may do at any special meeting.

ARTICLE VI.

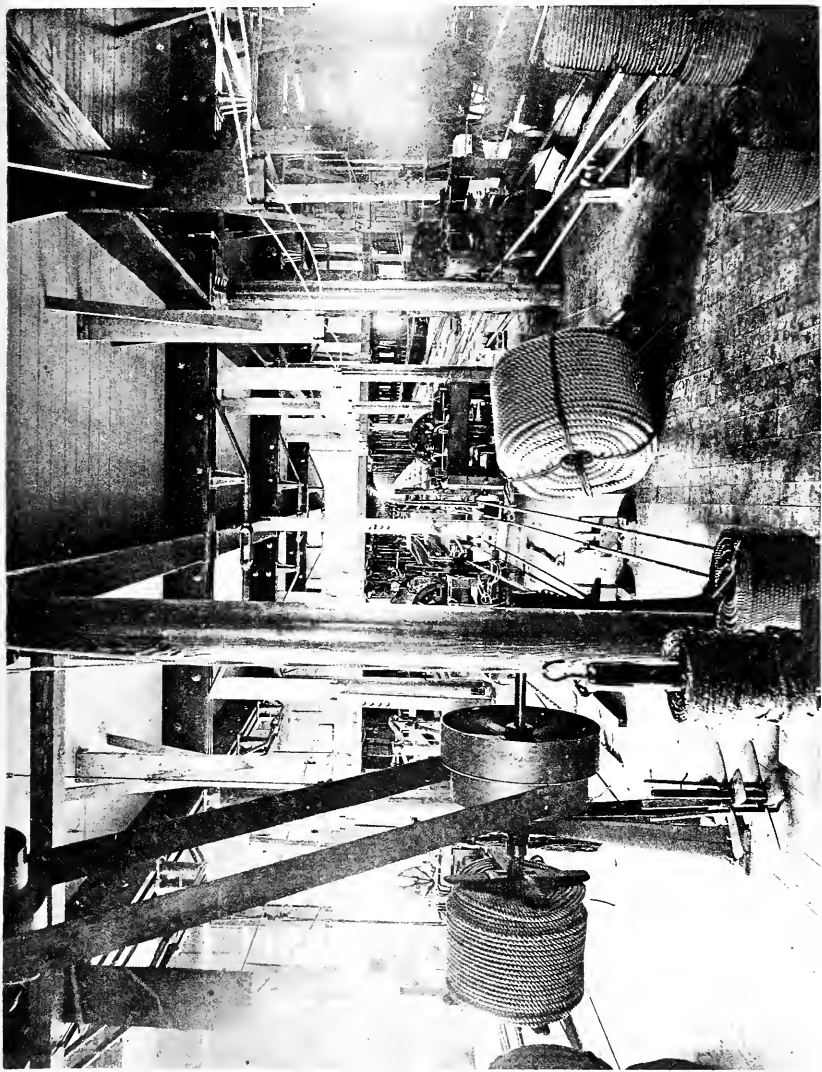
Annual Meeting The Annual Meeting of the Corporation shall be held in the month of September, at such time and place as may be fixed by the Directors, and if the Directors fail before the last Tuesday in August to fix a time and place, then the time and place shall be fixed by the Clerk.

ARTICLE VII.

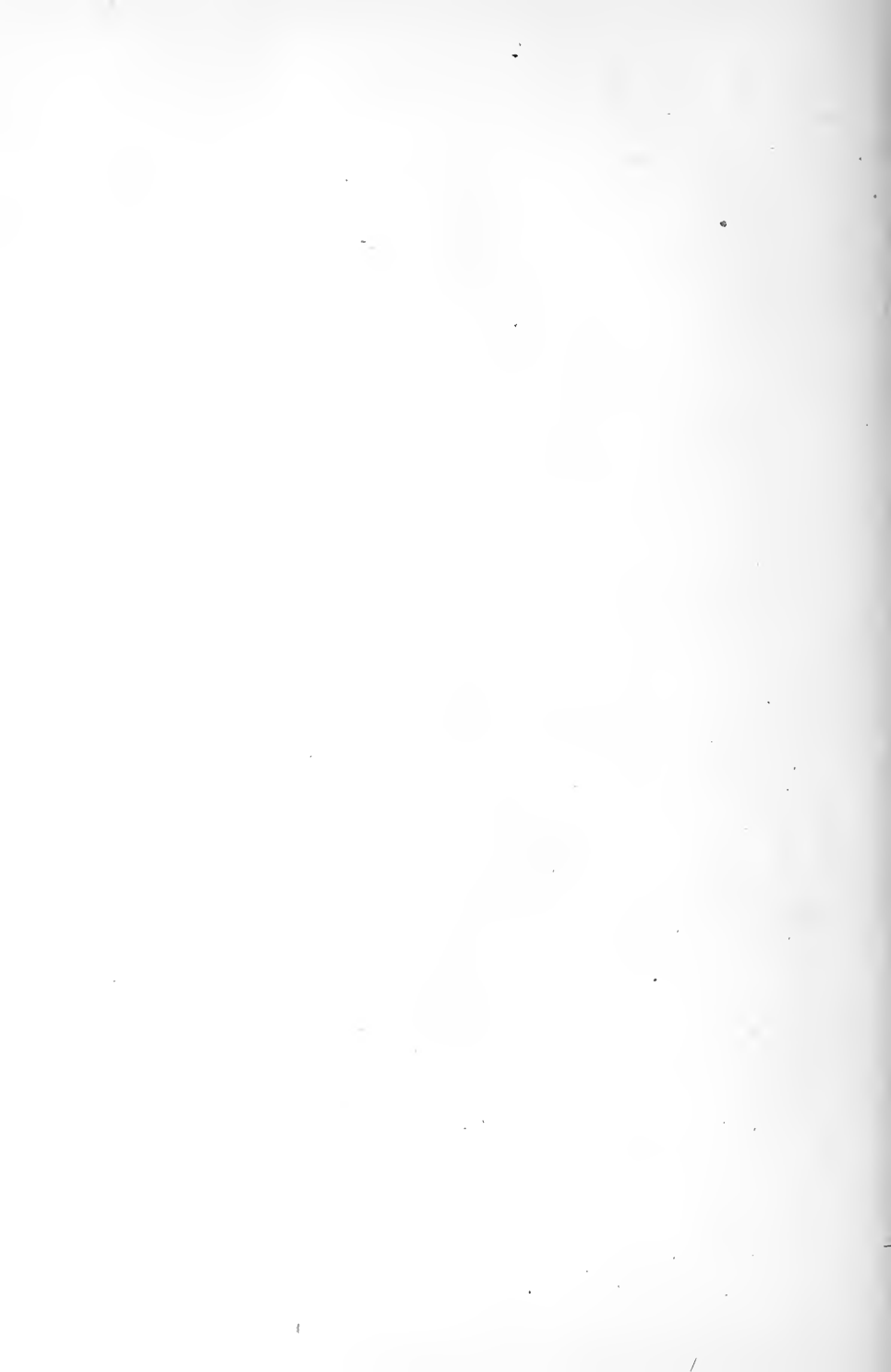
Special Meeting Special Meetings may be called at any time by order of the President, or on a request in writing presented to the Clerk signed by any two of the Directors, or any three of the Stockholders representing not less than two hundred shares of the Capital Stock. No business shall be transacted at any special meeting of the Corporation except such as is specified in the notice of the meeting.

ARTICLE VIII.

Quorum The presence of not less than three parties, representing not less than fifteen hundred shares, shall be deemed to constitute a quorum at meetings of the Corporation.



Looking down the rope-walk



ARTICLE IX.

Notices of Meetings of the Corporation shall issue in the name of the Clerk, and shall be deposited in the Post Office, addressed to each Stockholder at his last known address, three days at least before any special meeting and one week before the Annual Meeting. Meetings of the Directors may be called by the Clerk or any two Directors.

ARTICLE X.

The seal of the Corporation shall be a round brass plate with a figure of a ship in the centre, surrounded by a circle containing the name of the Corporation.

ARTICLE XI.

The Clerk shall certify on each certificate of stock that it has been recorded.

ARTICLE XII.

These by-laws shall not be amended except by a vote of a majority of the stock of the Corporation at any Annual Meeting, or at a special meeting called for the purpose.

ARTICLE XIII.

(Adopted Oct. 7, 1890.)

A meeting of the Directors shall be held without notice immediately after the Annual Meeting of the Stockholders.

ARTICLE XIV.

(Adopted Sept. 28, 1894.)

A stock vote shall be taken at any meeting of the Corporation upon the request of any Stockholder, and in taking such vote such Shareholder or his proxy shall be entitled to one vote for each share held or represented by him.

ORIGINAL SUBSCRIBERS.

CALEB LORING	\$3,800
C. G. LORING	200
BOURNE SPOONER	3,000
JNO. RUSSELL	1,000
C. C. NICHOLS	3,000
JNO. DODD	2,000
T. J. LOBDELL, Guardian	1,000
C. F. KUPFER (for C. C. NICHOLS)	1,500
DAVID LOW	1,500
WM. LOVERING, JR.	3,000
	<hr/>
	\$20,000

PRESIDENTS.

Article third of Early By-Laws says : "The senior Director present, reckoning by the order of election, shall be the presiding officer at all meetings." The records mention no election of president until 1867.

Since 1867 the record is as follows :—

NATHAN C. KEEP	1867-1875
JOHN A. DODD	1875-1890
CALEB WM. LORING	1890-1897
GEORGE G. CROCKER	{ Feb. 25, 1897- July 6, 1897
AUGUSTUS P. LORING	July, 1897 to date

DIRECTORS.

CALEB LORING	1824-1834	<i>term 10 years</i>
WM. LOVERING, JR.	{ 1824-1827 1829-1831 }	5
JOHN DODD	{ 1824-1829 1852-1859 }	12
DAVID LOW	1824-1830	6
BOURNE SPOONER	1824-1870	46
CHARLES C. NICHOLS	1827-1831	4
JOHN RUSSELL	1830-1857	27

ELIJAH LORING	1831-1846	term 15 years	
JAMES HARRIS	{ 1831-1838 1841-1850 }		16
ROBERT G. SHAW	1834-1853		19
LEVI H. MARSH	{ 1838-1841 1846-1871 }		28
D. N. SPOONER	{ 1850-1852 1857-1859 }		4
G. HOWLAND SHAW	1853-1856		3
BENJAMIN S. ROTCH	1856-1882		26
JOHN A. DODD	1859-1890		31
QUINCY A. SHAW	1859-1860		1
N. C. KEEP	1860-1875		15
C. W. SPOONER	1870-1885		15
C. W. LORING	1871-1897		26
CALVIN S. DAMON	1875-1878		3
GEORGE G. CROCKER	1878-		21
SCHUYLER S. BARTLETT	1882-		17
L. A. PLUMMER	1882-1885		3
W. ROTCH	1885-1892		7
JAMES E. DODD	1890-1895		5
AUGUSTUS LOWELL	1892-		7
J. WHITNEY AUSTIN	1894-		5
AUGUSTUS P. LORING	1897-		2

In the seventy-five years there have been twenty-eight Directors. The Board has consisted of five members. The average service of each Director has been thirteen years. Seven Directors have served over twenty years each.

TREASURER.

CALEB LORING	1824-1834
JAMES HARRIS	1834-1837
BOURNE SPOONER	1837-1870
CHARLES W. SPOONER	1870-1882
GIDEON F. HOLMES	1882-

AGENT.

BOURNE SPOONER 1824-1837
when the office was combined with that of Treasurer.

CLERK.

CHARLES G. LORING 1824-1831
FRANCIS C. LORING 1831-1845
C. W. LORING 1845-1884
AUGUSTUS P. LORING 1884-1897
THERON A. APOLLONIO 1897-

BOARD OF OFFICERS.

1899.

DIRECTORS.

GEORGE G. CROCKER AUGUSTUS LOWELL
SCHUYLER S. BARTLETT J. WHITNEY AUSTIN
AUGUSTUS P. LORING, *President*

Treasurer, GIDEON F. HOLMES

Clerk, THERON A. APOLLONIO

OFFICE EMPLOYEES.

	<i>Entered Co.'s Service</i>
JAMES MULLINS, <i>Travelling Salesman</i>	Jan. 30, 1871
T. ALLEN BAGNELL, <i>Shipper</i>	Jan. 3, 1881
MRS. ANNIE C. FAUNCE, <i>Stenographer</i>	Feb. 24, 1888
JAMES SPOONER, <i>Paymaster</i>	Apr. 17, 1888
WILLIS K. HEATH, <i>Bookkeeper</i>	Jan. 1, 1889
AHIRA B. KELLEY, <i>Clerk</i>	Aug. 27, 1890
HARVEY A. SOULE, <i>Clerk</i>	Feb. 22, 1891
ELWYN L. BREWSTER, <i>Clerk</i>	May 2, 1893
FRED. A. HALL, <i>Clerk</i>	Oct. 17, 1893
FRANCIS C. HOLMES, <i>Asst. Superintendent</i>	Aug. 1, 1894
JOHN H. YOUNG, <i>Office Boy</i>	Nov. 7, 1898
HENRY E. GERO, <i>Stenographer</i>	May 16, 1898

RECORD OF SUPERINTENDENTS AND
OVERSEERS NOW EMPLOYED BY
THE PLYMOUTH CORDAGE COMPANY.

NAME.	Age when commencing work.	Period when not employed by company. Years.	Present age.	Number of years employed.
David Brown . . .	27	..	74	47
Alexander McLean .	16	..	61	45
Philip Schaich . . .	16	..	61	45
Richard McLean . .	25	2	70	43
W. Harris Green . .	21	..	58	37
Oliver Holmes . . .	17	..	52	35
Heman Robbins . . .	24	..	58	34
Jacob Mahler, Jr. . .	11	..	45	34
Wm. E. Churchill . .	23	..	56	33
Matthew Clinch . . .	28	..	61	33
Henry Buhman . . .	10	2	43	31
Alex. K. McLean . .	9	..	39	30
George Lyon . . .	13	10	53	30
George Griffin . . .	15	1	46	30
R. A. Brown, <i>Supt.</i> .	12	..	42	30
David Dunn . . .	10	6	45	29
H. L. Stegmaier . .	10	..	39	29
George Swan, Jr. . .	14	..	43	29
D. M. Bosworth . . .	19	4	51	28
Henry Hemmerly . .	13	..	41	28
Charles Brewster . .	13	..	40	27
Alexander Morrison .	14	2	41	25
Nich. Stephan . . .	10	..	35	25
Chas. J. Stegmaier .	10	7	41	24
Wm. Brewster . . .	11	..	34	23
Thomas Swan . . .	13	..	35	22
Alex. McLean, Jr. . .	12	..	34	22
Wm. Anderson . . .	35	..	55	20

RECORD OF WORKMEN NOW EMPLOYED *by the*
 PLYMOUTH CORDAGE CO. WHO HAVE BEEN
 IN ITS SERVICE TWENTY YEARS OR MORE.

NAME.	Age when commenc- ing work	Period when not employed by company. Ycars.	Present age.	Number of years employed.
J. B. Noyes . . .	25	1	74	48
Edward P. Noyes . .	20	..	68	48
Richard Arthur . .	23	..	69	46
Mathias Grozenger .	26	..	71	45
William Haggerty . .	28	..	73	45
Valentine Zahn . . .	23	..	68	45
George Swan . . .	30	..	74	44
James Frothingham .	22	3	68	43
Edward W. Westgate .	13	..	55	42
James F. Kendrick .	17	..	58	41
George Grozenger . .	20	5	65	40
Charles H. Holmes .	14	5	58	39
Lemuel Cobb . . .	10	4	52	38
Patrick Carr . . .	9	5	51	37
William S. Faunce .	40	..	77	37
William S. Scott . .	33	..	70	37
Jacob T. Morton . .	13	28	77	36
Henry Reckenbeil . .	31	..	66	35
Albert Noyes . . .	24	..	58	34
Heman Robbins . . .	24	..	58	34
James H. Robbins . .	35	..	69	34
Michael Dolan . . .	26	1	60	33
Charles Mahler . . .	10	..	43	33
James Cameron . . .	23	..	55	32
Pelham W. Freeman .	28	..	60	32
Louis H. Gould . . .	18	..	49	31
John Dolan	22	..	52	30
Caleb B. Green . . .	23	..	53	30

RECORD OF WORKMEN—Continued.

NAME.	Age when commencing work.	Period when not employed by company.	Present age.	Number of years employed.
		Years.		
John Krantz . . .	35	..	65	30
Jacob Braunecker . .	28	..	57	29
Frank M. Kennedy . .	28	..	56	28
Lorenzo W. Wood . .	10	..	38	28
Antone Beytes . . .	34	..	61	27
William M. Brown . .	12	1	40	27
Andrew Carr . . .	15	..	42	27
John Goeller . . .	26	..	53	27
James Gardner . . .	10	3	40	27
John Moore . . .	32	1	60	27
Jacob Stephan . . .	10	..	37	27
Adolph Schreiber . .	26	1	54	27
Daniel A. Devine . .	13	..	39	26
Peter Henry . . .	30	..	56	26
John Wolfe . . .	14	..	40	26
Paul Karle . . .	25	1	51	25
Franz Phillips . . .	25	3	52	24
Bernard Wolfe . . .	12	2	38	24
David Werkmeister . .	24	..	48	24
John Miller . . .	21	3	47	23
Turner Winsor . . .	35	..	57	22
Willard C. Butler . .	11	5	37	21
Daniel Perrior . . .	32	..	53	21
Charles Webber . . .	26	..	47	21
William M. Barnes . .	34	..	54	20
Gideon E. Cash . . .	34	..	54	20
Nathan King . . .	37	..	57	20

The number of employees of the company in 1879 was 266 ; 31% of these are still in the company's service.

PLYMOUTH CORDAGE COMPANY.

Seventy-fifth Anniversary.

1824—1899.

PROGRAMME FOR THE CELEBRATION.

OCTOBER 7, 1899.

A. M.

- 9.30 Band Concert.
- 10.00 Running Race. 18 years and over, best two out of three, 150 yards.
- 10.05 Men's Race. 30 years and over, one heat, 150 yards.
- 10.10 Throwing Baseball.
- 10.25 2nd Heat Running Race.
- 10.30 Three-legged Race. 100 yards.
- 10.40 3rd Heat Running Race.
- 10.45 Tug-of-War. Main Mill and Rope-walk.
- 10.50 Tug-of-War. Engine Room and Machine Shop.
Best two out of three each pair, winners to pull off one pull in afternoon.
- 10.55 4th Heat Running Race.
- 11.00 Cripple Race. Legs tied at the ankles, allowing 15 inches movement. 100 yards.
- 11.15 2nd Tug-of-War. Main Mill and Rope-walk.
- 11.20 2nd Tug-of-War. Engine Room and Machine Shop.
- 11.25 Egg and Spoon Race. For girls only.
- 11.35 Blindfold Wheelbarrow Race.
- 12.00 Presentation of Library.

P. M.

- 12.15 Obstacle Race.
- 12.30 Dory Tug-of-War. Best two out of three.
- 1.00 Dinner. (Clam-bake.)
Remarks by Treasurer and Historical Address by Hon.
GEORGE G. CROCKER.
- 3.15 Sack Race. 60 yards.
- 3.30 Bicycle Slow Race. 50 yards with right pedal off.

- 3.45 Water and Basin Race. For girls only, 100 yards.
3.55 Bicycle Back-and-Forth Race. Five times each way.
Rider to dismount at each turn.
4.00 Pull off Tug-of-War.
Day Fireworks.
7.30 Band Concert and Fireworks.

Mr. ARTHUR B. HOLMES and Mr. H. E. MABBETT will act as judges on sports.

The mill will be open for the inspection of stockholders from 11.00 to 11.45.

No smoking allowed in or about the company's buildings.

The winners of the various events were:—

Running Race for Boys—Thomas Cavanaugh, first; Fred Lunghi, second; Charles Arthur, third.

Men's Race—Charles Beytes, first; John S. Noyes, second; W. E. Finney, third.

Throwing Baseball—Richard Brown, first; Charles Sanderson, second; William Eldridge, third.

Three-legged Race—Walter Gould and Harry Simmons, first; S. Christopheri and Fred Hertel, second; A. Gavoni and F. Lambroghini, third.

Cripple Race—Walter Gould, first; Thomas Cash, second; Edmund Boutemain, third.

Egg and Spoon Race, for Girls—Miss Catherine Robbins, first; Miss Florence Everson, second; Miss Jennie Thom, third.

Blindfold Wheelbarrow Race—John Vezzani, first; C. Tassinari, second; John Corsari, third.

Obstacle Race—Selwyn Tinkham, first; Edward Boutemain, second; Walter Gould, third; Harry Simmons, fourth.

Sack Race—Chester Ardisoni, first; Jacob Dries, second; Guy Bunker, third.

Dory Tug-of-War — Won by Robert Thom, Charles Beytes, Jacob Zinseus, David Anderson.

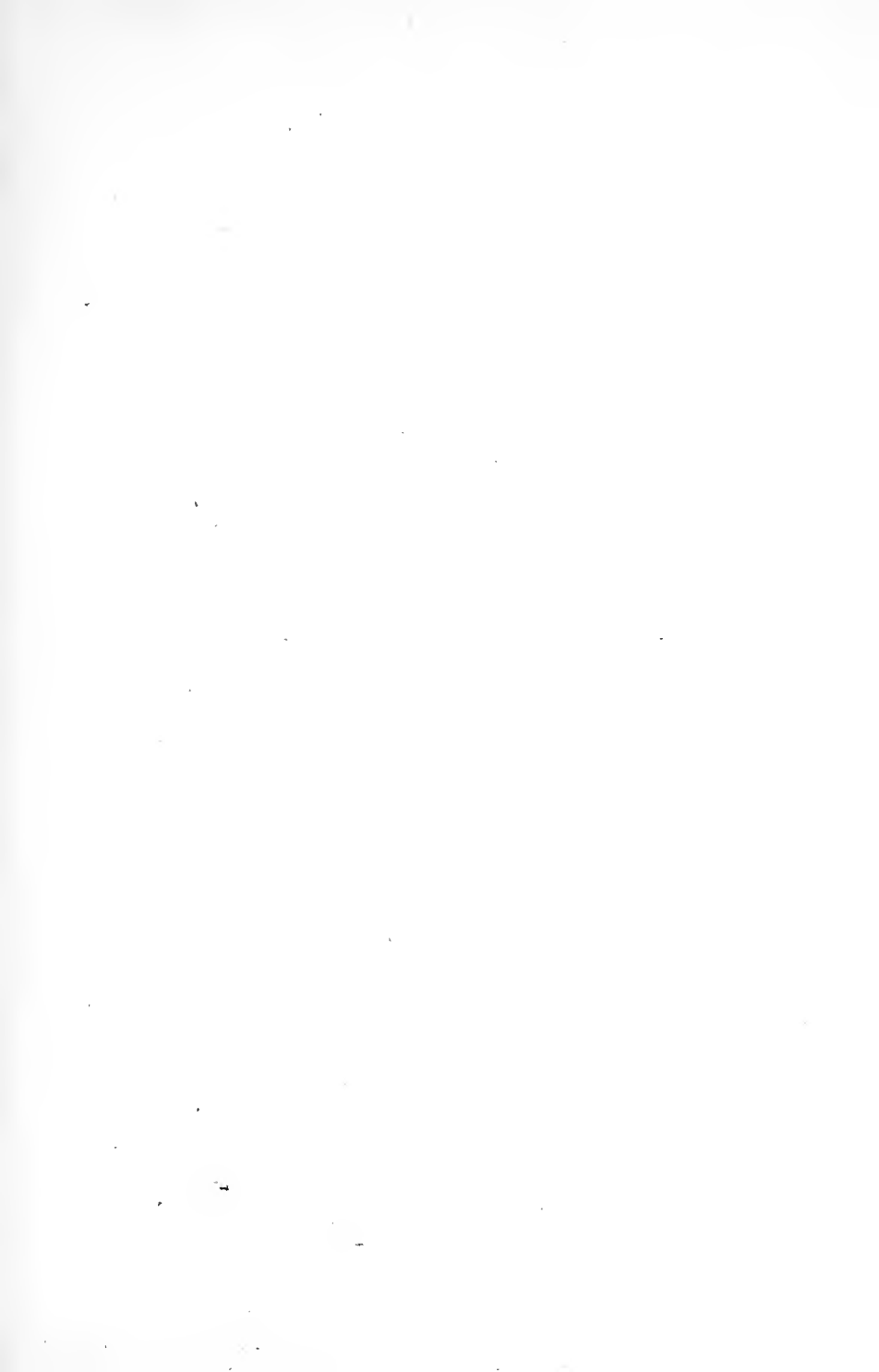
Bicycle Slow Race, one pedal off — Henry Schira, first ; John Smith, second ; Harry G. Simmons, third.

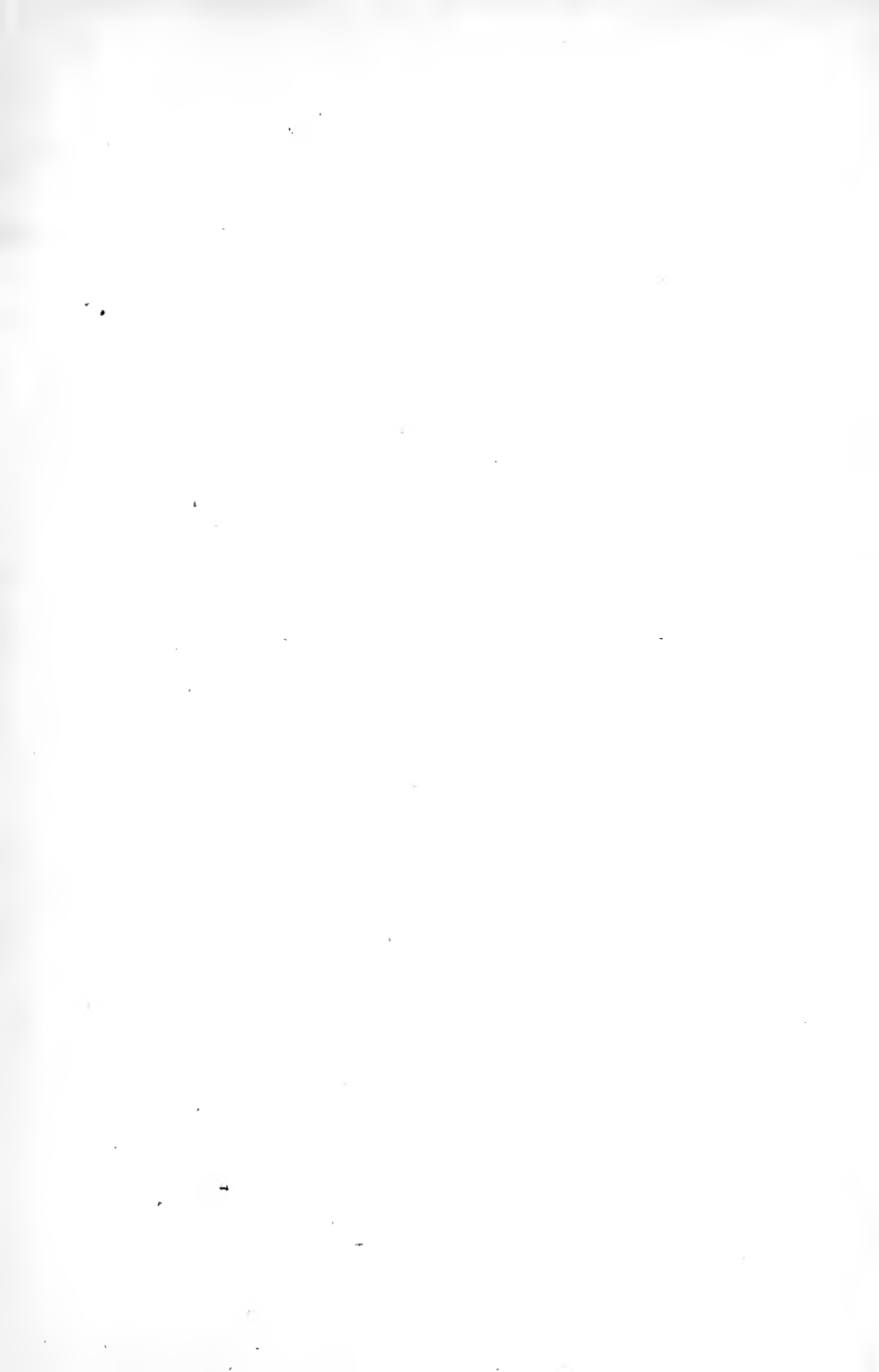
Water and Basin Race, for Girls only — Miss Augusta Busso-lari, first ; Miss Benilda Pretti, second ; Miss Emeline Heffler, third.

Tug-of-War, between Men from the Engine Room and the Rope-walk — Won by the latter by seven inches.

Bicycle Back and Forth Race — John Vezzani, first ; Charles Volta, second ; Henry Schira, third.

ARTHUR B. HOLMES and H. E. MABBETT acted as judges, and the committee in charge comprised JOHN H. DAMON, THOMAS SWAN, JOHN SKAKLE.





LIBRARY OF CONGRESS



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